

COLLEGE OF DEFENCE MANAGEMENT

रक्षा प्रबंधन महाविद्यालय

Victory Through Excellence

नैपुण्यात् विजयो ध्रुवम्



JOINING INSTRUCTIONS

HIGHER DEFENCE MANAGEMENT COURSE-21



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PART I – THE COLLEGE

1. **College of Defence Management (CDM)**, established in 1970, is a Tri-Service Institution that imparts contemporary management skills to the senior leadership of the three Services, Para Military Forces, Ministry of Defence and armed forces officers of friendly foreign countries. The college focuses on effective decision making and efficient resource management. CDM endeavours to provide enlightened leadership at the conceptual, directional and functional levels. All of this is carried out in a knowledge-centric environment. For its outstanding contributions to professional military education, and its dedication in shaping the senior leadership of the Indian Armed Forces, CDM is the proud recipient of the President's Colours on 20 Dec 24.
2. CDM is an institutional life member of the All India Management Association (AIMA), the apex body for management in India, and is the only Accredited Training Organisation in the Indian Armed Forces for International Project Management Association (IPMA) Certification in **Project Management**. The College is affiliated with Osmania University (OU) for the award of Masters in Management Studies (MMS) and Doctor of Philosophy (PhD). CDM is designated as the lead agency for implementation of National Knowledge Network (NKN) in the Armed Forces Training Institutes. The College is also a Centre of Excellence in **Net Assessment** and **Research**. Over the years, CDM has established a global academic footprint, engaging with Eisenhower School, USA and Uzbekistan Armed Forces Academy, Tashkent. The collaboration includes reciprocal faculty exchanges, access to academic resources and consolidation on niche capabilities.
3. Training imparted at CDM includes the 44-week flagship course of Higher Defence Management Course (HDMC). Besides the flagship course, CDM also conducts several Management Development Programmes (MDPs), Defence Management Course (DMC) for Participants from SAARC Nations and Senior Defence Management Course (SDMC) for Participants from Tri-Services and friendly foreign countries. HDMC for Colonels/equivalents is oriented towards application of management concepts and techniques in all facets of Defence Services activity -. operations, administration and training.
4. CDM is a fine blend of highly serene academic environment, rich practical experience and the highest traditions of discipline & dedication. The College constantly re-examines and refines its training process, taking environmental changes into consideration, so as to remain contemporary in the field of management studies. During the past five decades, CDM has contributed significantly towards propagating contemporary management practices in the three Services.
5. **Motto.** The motto of the College is “नैपुण्यात् विजयो ध्रुवम्”, “**Victory Through Excellence**”. These words exalt an individual to objectively strive for victory through excellence and to shun the subjective approach of seeking the fruits of victory.
6. **Vision.** The vision of the College is ***to be the Nation's premier centre of excellence in developing future generations of strategic leaders for meeting the challenges to national security.***

7. **Mission.** The mission of the College is ***to develop enlightened leadership by imparting knowledge skills and competencies for effective decision making in higher defence management to enhance the effectiveness of armed forces.***

8. **Crest.** The red, navy-blue and sky-blue colours of the Army, the Navy and the Air Force respectively, indicate the essence of our teaching, that '*in cohesiveness lies the ultimate strength of our defence services*'. The crossed sword and the torch signify that combat prowess needs to be guided by knowledge, wisdom and enlightenment to achieve mission orientation.



9. **Objective.** The objectives of CDM are: -

- (a) To promote application of management thoughts, skills and techniques to enhance integration and the effectiveness of armed forces.
- (b) To establish excellence in academic and advisory reputation, in the field of defence management.
- (c) To enhance higher leadership skills aligned with changing environment to meet challenges of armed forces.
- (d) To promote application of modern management skills and techniques for effective decision making.
- (e) To develop expertise in matters related to the management of human and material resources.
- (f) To develop excellence in Research & Consultancy support to the armed forces in defence management.
- (g) To emerge as the Centre of Excellence for imparting training on Net Assessment.

10. **Organization.** CDM functions under HQ IDS. The College is commanded by a two-star officer from the three services in rotation. Currently, **Maj Gen Harsh Chhibber, AVSM, VSM, PhD** is the Commandant. The College has a flat organization with five faculties viz. Faculty of Strategic Studies and Behavioural Sciences (FSBS), Faculty of Resource Management (FRM), Faculty of Decision Sciences (FDS), Faculty of Research & Consultancy (FR&C) and Faculty of Planning, Administration & Training (FPAT). Each faculty is headed by a Brigadier/equivalent officer. The College has a Tri-Services representation in the Faculty and Staff. The organization structure of CDM is placed at **Appendix 'A'**.



BIRD'S EYE VIEW OF CDM



GANDHI BLOCK

PART II - TRAINING

11. HDMC is a unique course wherein the Participant Officers, hereinafter referred to as **Participants**, learn and understand new concepts and ideas to be applied in various spheres of Armed Forces. The College maintains a distinct 'ethos' of its own. Detailed guidelines in this regard will be issued to nominated Participants on arrival at CDM.

12. **Aim & Objective of Higher Defence Management Course (HDMC)**. The aim of HDMC is to train and develop directional level officers of the Armed forces in concepts and techniques required to optimise operational effectiveness in the realm of higher defence management in war and peace. The objectives of HDMC are: -

- (a) Understand the national security imperatives and the defence planning process in order to effectively contribute towards perspective planning in the armed forces.
- (b) Enhance leadership potential and human skills through an understanding of contemporary leadership concepts, human behaviour and motivational process.
- (c) Understand the process of organisational development and interventions through the application of management principles and innovative training concepts in the armed forces.
- (d) Acquire a clear understanding of economic concepts and their application in the armed forces, especially in the areas of financial planning, budgeting and controlling leading to an efficient defence acquisition process.
- (e) Gain sufficient exposure to management concepts and quantitative techniques for effective planning and execution of logistics in a single and integrated service environment.
- (f) Leverage information systems to add value to the operational planning process using analytical decision-making in a net-centric environment.
- (g) Leverage the power of quantitative techniques as aids to decision making in the contextual domain of situations relevant to operational and logistic aspects in the armed forces.
- (h) Understand the nuances of efficiency in managing various facets of defence projects.
- (j) Develop an understanding of systems approach, so as to optimally exploit the management concepts, quantitative as well as qualitative techniques for pragmatic decision making.
- (k) Gain an insight into the research methodology required to carry out an in-depth study of management problems, so as to evolve workable solutions.

13. **Duration of Course.** HDMC-21 will commence on 26 May 2025, and conclude on 28 Mar 2026. The course duration of **44 weeks** spans over **three Semesters**. The first two semesters are of 18 weeks and 15 weeks each, and the third semester is of 11 weeks. A short mid-term break is scheduled in Oct/Nov 2025.

14. **Almanac.** A detailed almanac giving out all activities will be issued at the commencement of the course.

15. **Training Pedagogy.** The course is designed for a capacity of 168 officers of the rank of Cols/Capt (IN)/Gp Capt/equivalent. Based on Service/Arm/Branch criteria Participants are assigned one of the six Divisions. The pedagogy at the College has been designed to be dynamic with a focus on participative and interactive learning, for a productive and intellectually stimulating learning experience. Directing Staff (DS)/teaching faculty, moderates the discussions to arrive at appropriate lessons. Each DS mentors four to five participants throughout the course for dissertations and case studies.

16. **General Service Knowledge (GSK).** Being a Tri-Service organisation, it is imperative to know about the sister Services. It involves not only knowing the organisation structure/layout but also about different Arms, Services, Branches and Sub-branches, besides having adequate knowledge of equipment profile of all services and its application along with the role of each support Service. To ascertain the basic knowledge of Participants on this important aspect of Tri-services set up, **an aptitude test will be conducted during the first week of the course, to include 'Knowledge on inter-service and joint aspects', 'general awareness on strategic issues and international affairs'.**

17. **Subject Coverage.** The College endeavours to mould higher leadership skills of the Participants through intense exposure to eleven core disciplines: -

- (a) Organisational Behaviour.
- (b) Strategic Management.
- (c) Operations Research.
- (d) Systems Analysis.
- (e) Information & Communication Technology.
- (f) Project Management.
- (g) Financial Management.
- (h) Supply Chain Management.
- (j) Managerial Statistics.
- (k) Research Methodology.
- (l) Organisation Development.

18. **Course Syllabus and Study Materials.** Detailed coverage of disciplines during the course is available on the CDM website. Pre-Course training handouts and subject primers can also be accessed from the HDMC page on the CDM Website. The recommended reading list is placed at **Appendix 'B'**.

(NOTE: Satisfactory IT proficiency in MS Excel, MS PowerPoint & MS Word is desirable)

19. **Research Work.** Each participant is required to write a Dissertation and a Case Study in partial fulfillment of the requirement for the award of the symbol 'hdmc' and the MMS Degree from Osmania University. A brief about the conduct of these research works will be carried out during the first week of Jun 2025. All research submissions of Participants will be subjected to plagiarism checks as mandated by UGC norms. Details of research work conducted by HDMC Participants are as under: -

(a) **Dissertation.** Dissertations at CDM are undertaken by Participants as "Original Research Work" in accordance with accepted principles of research methodology. The aim of dissertation writing is to provide an opportunity to the Participants to carry out a detailed study of the subject chosen, assimilate nuances of research process, exercise minds so as to bring forth innovative and original ideas in the application of management concepts and techniques and enrich available expertise in defence management. To give adequate time for the research work at college, all participants will be required to give their choice of topics for dissertation two weeks before their arrival in the college. For this purpose they will be soon contacted by HoD RM with the format, list and procedure for submitting their choices. The allotment will be purely on first come first serve basis.

(b) **Case Study.** Case Study should pertain to any extraordinary incident, event or activity undertaken by the Participant or witnessed personally. This is to be related to any of the disciplines taught at the College with the aim of deriving benefits out of the experience. For example, any event in the units/formations involving human resource management or organizational behaviour or any case related to the management of resources such as involvement in procurement or perspective planning or operations can be covered as a case study.

(c) **Project Studies.** As part of the course work, Participants also undertake Project Studies in groups. Project Studies are undertaken by the College to address and recommend management solutions to various problems being faced by the three Services and MoD.

20. **Study Tours.** Various tours are planned during the course. These are focussed on providing exposure to Forward Areas, Management Practices in Armed Forces and Defence Industrial Base and also study of International Strategy and Higher Defence Organisations of select foreign countries. The duration of each tour varies from three to six days. Ex-India leave may be availed conjoined with the international tour. Officers holding Official/Diplomatic Passports must bring these along for the course. In case the passport has been cancelled by the passport office, the officer must be in possession of the cancellation/surrender certificate. Participants are also advised to get the private passport of their spouse prepared; in case they do not possess one. It may be ensured that the passports are valid up to **31 July 2027.**

Award of Certificates/ Management Degree

21. **HDMC Certificate**. On successful completion of the course, a parchment for qualification on HDMC, is awarded to the participants by the College.

22. **Advanced Course in Management Certificate by AIMA**. A certificate on Advanced Course in Management by the All Indian Management Association (AIMA) is also awarded to Participants on successful completion of the HDMC.

23. **Masters in Management Study Degree from Osmania University**. The participant undergoing HDMC is also recognized with the award of Masters in Management Studies (MMS) degree by Osmania University, on successful completion of the examinations and other assessments as stipulated by Osmania University. **Submission of the following documents in quadruplicate is essential for enrolment for the MMS degree from Osmania University: -**

- (a) **Photocopy of existing Graduation/Post-Graduation degree certificate and associated mark sheet from a recognized university.**
- (b) **Original Migration certificate pertaining to the Graduation/Post-Graduation degree certificate submitted.**
- (c) **Photocopy of Aadhar Card of self and parents in respect of Indian Participants. International Participants are required to submit copies of their passports.**
- (d) **Photocopy of Class Xth and XIIth passing certificates and mark sheets.**
- (e) **Six copies of passport size photograph in uniform without headgear.**

24. The above documents are required to be submitted by the officers, when called for, to the Department of Academic and University Affairs (AUA). Participants may approach the Registrar of the concerned university, last enrolled in, for obtaining the Degree and Migration Certificate. **Participants are also advised to carry an original copy of all certificates/documents pertaining to their academic qualifications (Class Xth onwards) to cater for any requirement which may arise subsequently.**

Examinations & Assessments

25. CDM follows a continuous comprehensive assessment system throughout the HDMC. **Semester/MMS examinations are conducted in two phases, the first in Sep and the second in Jan. Successfully passing the MMS Examinations and Viva-Voce is mandatory towards partial fulfilment of the requirement for the award of MMS Degree from Osmania University.** A briefing about examinations and assessment will be carried out on commencement of course.

Training Infrastructure

26. **Library.** Gen KV Krishna Rao Learning Resource Centre occupies a unique place for research activities at CDM by catering to the knowledge needs of the Faculty, Participants, Research Scholars, CDM Staff, families and locally settled military personnel. The library is well catalogued and properly stacked with mixed content; in both print and electronic format that includes Books, Periodicals, Magazines, e-Journals, e-Books and Databases from globally known publishers. The Reference Section contains not only the frequently needed books, but also the College generated Research Resource of the previous courses. The Library Management Module provides easy access to all the resources on CDM Campus Wide Network. Library Cards will be issued to Participants on arrival at CDM. Most of the prescribed reference books can be drawn from the library for self-study.

27. **Information Technology Infrastructure.**

(a) CDM has a modern IT infrastructure with state of the art hardware and software, which empowers it to impart seamless training embedded with analytic tools and applications. The College has been effectively utilising online software applications like Microsoft Teams, Jitsi Meet in addition to Zimbra mail, Next cloud File Hosting and Virtual Learning Environment for the conduct of various courses, online examinations, feedback and also for storing a repository of training material. In addition, it has exploited the National Digital India initiative by extensively utilising College owned NIC email IDs and National Academic Depository (NAD) as part of Digi locker under the Ministry of Telecom and IT (MeiTY).

(b) On arrival at CDM, Participants will be allotted HDMC based NIC email IDs, Campus Wide Network Single Sign IDs, Microsoft Teams IDs of CDM domain and a Desktop PC in classrooms.

(c) Indian Participants nominated for the course are requested to initiate an email from their NIC or Gov email IDs to cdm@nic.in introducing themselves and providing their mobile numbers. Once the verified NIC or Gov email ID is received by CDM, Participants will be enrolled on the CDM Portal, they will be guided to provide/update certain details required by the College Administration. Login certain particulars of Participants will be captured through the College Portal.

(d) **Issue of E-TABs.** All participants will be issued with E-TABs for the course duration, on returnable basis. The E-Tabs will have course material in E-Pub format. The E-Tab will also facilitate the Participants to download the study material from white listed URLs. The Participants will be responsible for security and safe custody of E-TABs.

(e) **Cyber security stipulations as applicable to service-specific orders will be followed religiously by all Participants during the course. No Participant will be in possession of any classified matter in any form.**

28. It is recommended that Participants be in possession of personal laptops, wherein they will be required to attend training, guest lectures and other events in online mode. The recommended minimum configuration of the laptop is i5 8th Gen or equivalent, 8GB RAM, Windows 10/11 original with MS Office 2016 or better.

Personal Particulars

29. Officers are required to feed their personal particulars including a passport size photograph in uniform in JPEG format of size less than 200 KB, on a computer terminal provided at the reception immediately on arrival at CDM. Officers are advised to carry a copy of the record of service and hand over the same on arrival at CDM.

Arrival

30. **Reaching CDM.** CDM is located at Sainikpuri, Secunderabad. On arrival at RGIA, Hyderabad / Secunderabad railway station, Participants will reach CDM under their own arrangements. They may use local Cab services to reach CDM. Pre-paid cabs are available at the RGIA. The distance from the RGIA to CDM is approximately 45 km (1hr 30mins). Cab drivers may be routed towards Trimulgherry-Secunderabad route. CDM is located near Ammuguda Bus Stop (Yapral)/Sainikpuri. The route from Airport to the College is placed at **Appendix 'C'**.



31. **Date of Arrival.**

(a) **Participants Allotted Accommodation in Dhruva Enclave.** Participants allotted accommodation in Dhruva Enclave will be permitted to arrive in a staggered manner to ensure smooth occupation of accommodation and settling down. They will have to report between 19 and 24 May 25 for initial documentation and settling down from the administrative point. **Information on allotment of accommodation at Dhruva Enclave and date of arrival will be provided on CDM Website to enable Participants to finalise their move plan.**

(b) **Participants Allotted Accommodation in CDM Officers' Mess.** Participants allotted Single Participants' accommodation in CDM Officers' Mess will report to CDM only on 24 May 25 (FN).

(c) **Participants Staying under own Arrangement.** Participants opting to stay under own arrangements may arrive at their convenience ensuring complete settling down by 24 May 25 and be available for the course wef 26 May 25.

(d) **Travel Details.** Travel details regarding Starting Station, Starting Date, Mode of Travel, Dependent details (Spouse and children accompanying) etc. to be furnished EBNLT 01 May 25.

32. **Taken on Strength.** All Participants will be taken on the strength of the College on 24 May 25 in accordance with SAO 8/S/77 (Para 13).

33. **Reception Arrangement.**

(a) **Reception Centre.** A reception centre will be set up at the CDM Officers' Mess. On arrival, Participants are requested to report to the reception for completion of arrival formalities and further instructions.

(b) **Guest Rooms.** Based on the date of reporting, requirements projected by Participants and on availability of rooms, CDM will allot guest rooms and messing facilities at CDM Officers' Mess to Participants and their families for a maximum

duration of three days/two nights. After this, Participants are expected to move into the allotted accommodation/under their own arrangement, as the case may be.

Dress

34. Secunderabad enjoys a moderate climate. Summer uniform is worn round the year. Participants will wear summer uniforms on all Mondays and during visits by senior serving Participants or when specified in the training programme. On all other days, Open Collars with full sleeves will be worn. Participants and their spouses will be issued a custom-made name tab on arrival. Officers must be equipped with all the service uniforms/dresses for summer and winter including Ceremonial Mess Dress and Field Dress. Officers are advised to bring adequate uniform accoutrements, as there are no specialised tailor shops around CDM to cater for these requirements.

Identity Cards

35. The Participants will be in possession of their Identity Cards. All Dependents accompanying the officers must also be in possession of valid dependent cards. All officers are advised to enter their Identity Card details in the Officers Arrival Register. Detailed instructions for the checking of identity cards will be conveyed during the administrative briefing on arrival.

Leave

36. **No leave is permitted during the course except a short mid-term break.** On extreme compassionate grounds, the Commandant may, at his discretion, sanction leave. The Participants will clearly give out reasons in an application form prior to projecting their leave requirement. Participants are requested to plan major family events, if any, during the mid-term break. Any officer not meeting mandatory attendance criteria will be RTU from the course as per existing policy of HQ IDS in vogue.

Medical Support

37. The College has its own MI Room with RMO and NA posted. Military Hospital, Secunderabad is located at a distance of five km from CDM. Dental support is provided by Military Dental Centre, Bolarum. Indian Army Participants to ensure that their dependents are in possession of Medical Entitlement Certificate (MEC) as per latest policy promulgated by IHQ of MoD / Dte Gen of Medical Services (Army) letter B/76782/Medical Entitlement/DGMS-SB dated 18 Oct 23. Format for MEC is attached at **Appendix 'D'**.

Pay & Allowances

38. Para Military Forces and Civilian Officers will draw their pay and allowances from the parent organisation on whose supernumerary strength they will be held during the course period. Pay & Allowance of Participants from Indian Army, Indian Navy and Indian Air Force would be administrated as per the extant Rules and Procedures as stipulated by respective Service HQs and PCDA.

Railway Warrants

39. Participants are required to get the details of utilisation of free railway warrants and Form-D endorsed on their movement order. No railway warrants/Form-D will be issued from CDM during the course. All rail tickets will be booked through e-ticketing only. E ticketing Booking/Issue of warrants/form D if any, officers to get it done from their respective supernumerary units only.

Documentation

40. The documentation of the Participants will be carried out as follows: -

- (a) **Routine Correspondence**. The requirement of routine correspondence will be met by the College.
- (b) **Correspondence for ACRs**. AA&QMG through Main Office is responsible for correspondence dealing with the dispatch of CRs. The ECR suite is available in Est office. Officers are advised to complete their ECR liabilities and also ensure their ECR taken is not expired. officers will themselves be resp for renewal if expired.
- (c) **Adm Br/Q Section**. Q Section is responsible for all matters concerning Accommodation, Medical Support, Transport and Station Headquarters related issues.
- (d) **Military Finance**. Military Finance Section is responsible for all matters/correspondence with regard to pay and allowances, claims, TA/DA advance etc. for Army Participants.
- (e) **Navy and Air Force Sections**. The Navy and Air Force Sections will be responsible for documentation of their respective Service Participants.

Special Instructions for Indian Air Force Officers

41. IAF officers are posted to CDM to undergo HDMC. All the PORs and claims are prepared at the AF Section of College. Service documents are also maintained at AF Section. The salient points as applicable to IAF Officers are as given below: -

- (a) **Administrative Support**. All the administrative support including Accounting (Pay & Allowance), Logistics (Clothing) and Medical (AME/Medical Board) is provided by Air Force Station, Hakimpet.
- (b) **Medical Examination of Indian Air Force Officers**. Annual Medical Examinations/reviews are conducted through Air Force Station, Hakimpet, in line with the extant policies. Saturdays are preferred days for AMEs.
- (c) **Signal Facilities to IAF Participants**. Presently, CDM is not connected to AFNET data network. All signal facilities are provided through by AFS, Hakimpet.

(d) **Forwarding of Documents.**

- (i) Medical documents and correspondence to SMO, Air Force Station, Hakimpet.
- (ii) Service/Personal documents and correspondence to OIC AF Section, College of Defence Management, Sainikpuri (PO), Secunderabad – 500094. (updated documents, leave encashment, LTC etc)
- (iii) Accounts & Logistics documents and correspondence to SAO/SLO, Air Force Station, Hakimpet.

(e) **Pay and Allowances**

- (i) Joining time Personal Occurrence Report for HRA, Ration, transport etc. to be carried out by previous unit
- (ii) For claiming CEA last pay certificate is required.
- (iii) Officers are requested to enable visibility of pay slips through Digi locker through AFCAO website since AFNET is not available.

Ration

42. As per existing Govt orders, rations are being provided to Participants as per their entitlement. Preference of ration will be sought upon joining the College. Participants to ensure that along with Movement Orders, LRC is also submitted at the time of reporting.

Private Arms

43. Private/NSP weapons of officers will be deposited in CDM Kote within 12 hrs of arrival at CDM. Weapons with a valid license only will be accepted.

Telephone Facilities

44. **Telephone.** CDM telephone number with Direct Outward Dialing facilities integrated with the Army dialing scheme will be available in each house in Dhruva Enclave and Single officers' accommodation at CDM Officers' Mess.

Transport

45. Being a Peace Establishment (PE), there is a shortage of transport in CDM. Hence transport will be provided only in emergencies.

Four-Wheeler/Two-Wheeler Permit

46. Vehicle Security Pass (sticker) will be issued to all the Participants on arrival. This will be valid for entry to the CDM campus only. Additional vehicle Security Pass (Sticker) will also be issued for entry into Secunderabad Mil Cantt / Stn areas.

Officers' Mess Deposit/Payments

47. A refundable deposit for both living in and living out officers will be collected through the Mess Bill. Only local or payable at par cheques, credit/debit cards will be accepted. Officers dining in the Officers' Mess will be charged as per existing mess rates. All Participants will be required to clear their Mess bills by the 10th of the following month.

Buddies

48. Participants are permitted to bring only one Buddy with them on the course. No buddy should travel in truck with the luggage of the officer. Proper attachment order issued by respective Record Office is essential for the attachment of Buddies to enable them to draw their pay and allowances etc. In the absence of attachment order, Buddies will be RTU. Additional personnel brought by Officers, if any, will be returned to the respective units within one week of reporting of officer to the station. Such personnel should be self-contained for railway warrants/concession vouchers. Buddy will be attached with CDM only. Their services will also be utilized by CDM for campus maintenance and allied tasks on a required basis. Two copies of the original Movement Order for these buddies to CDM will accordingly be required, giving details of leave, Railway Warrant/CV, availed for the year 2025-26. **All Buddies will be Mandatorily attached to CDM camp to Permit them to access Dhruva Residential Areas / CDM / Collection of Rations etc.** Any Buddy found not staying in CDM camp (such as in local units) will not be permitted to enter college / Participant Officers Accommodation area and would be RTUed to the unit within seven days of commencement of course.

Change of Address

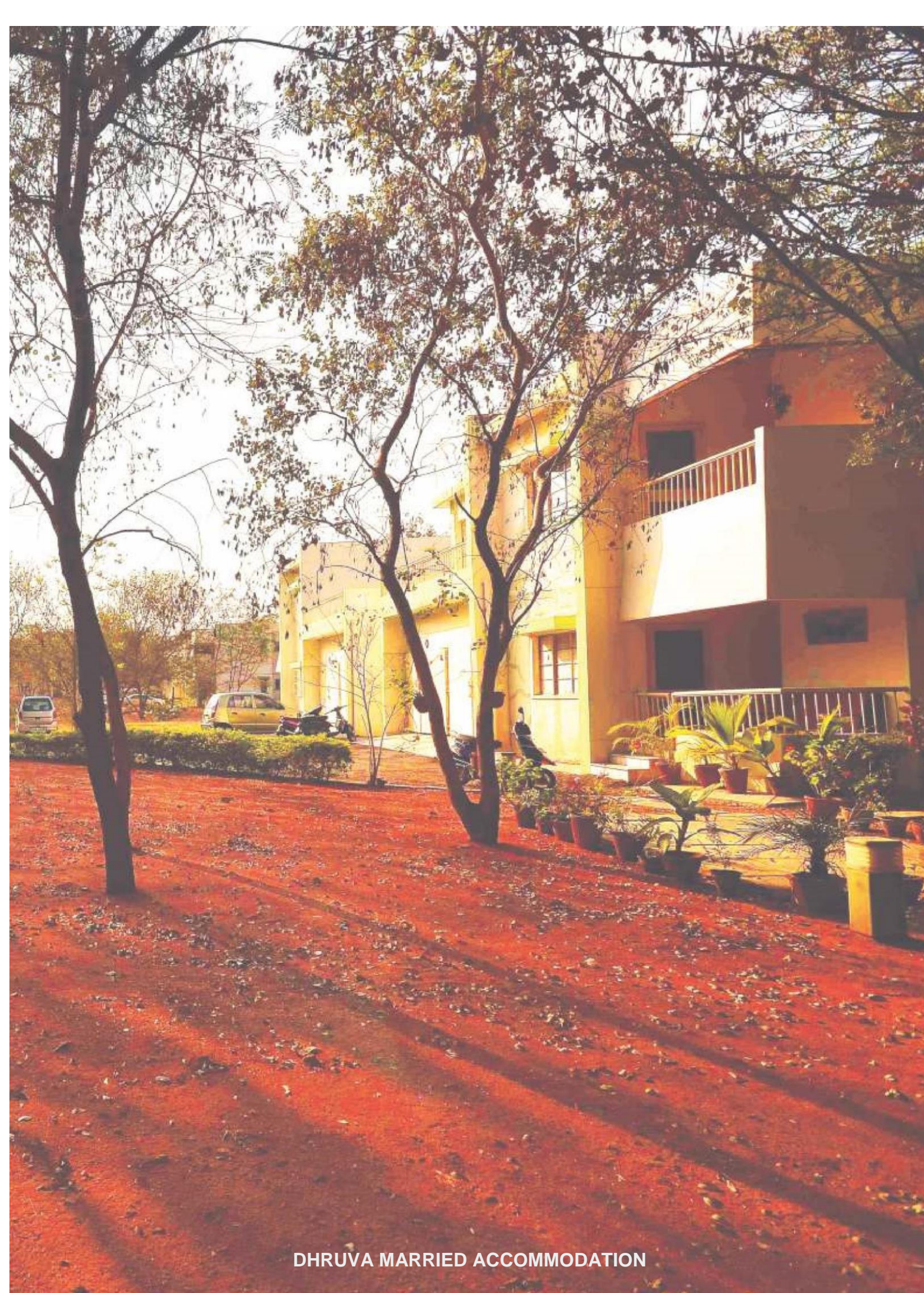
49. Changes in current address, if any, must be intimated by earliest means of email to DS Coord/Col Adm.

My Gate Application

50. For security purpose officers / Families residing in Dhruva Enclave will be required to get themselves registered in My Gate Application (Post Joining) For their entry/exit.

Amplifying Instructions for International Participants.

51. Certain specific amplifying instructions pertaining to International Participants are placed as **Appendix E**.



DHRUVA MARRIED ACCOMMODATION

PART IV - ACCOMMODATION

52. CDM has 124 dedicated married quarters for allotment to HDMC Participants at Dhruva Enclave. Dhruva Enclave is located approximately one km from the College. A well-furnished two-room Single Officers' accommodation is provided to Participants desirous of staying single.

53. **Choice of Accommodation.** All officers are required to indicate their choice of accommodation, i.e., Married Accommodation in Dhruva Enclave, Staying under own arrangements and Claiming HRA or Single Accommodation in CDM Officers' Mess. All Participants are requested to submit their choice of accommodation as per **Appendix 'F'** at the earliest. For officers desirous of staying under own arrangements, NAC for HRA shall be processed only after ensuring 100% occupancy of houses in Dhruva Enclave. **The last date for submission of application for accommodation is 07 Apr 25.**

54. **Irrespective of the choice of accommodation, all (R) all Officers will submit Appendix 'G' in duplicate to the College.** The counter-signature on this application will be done at CDM after reporting for the Course. **No (R) No** counter-signature is required while submitting this application.

Married Accommodation – Dhruva Enclave

55. Participants desirous of bringing the family to the station are requested to forward the application with requisite documents, viz ante-date seniority certificate or medical/compassionate grounds certificate in hard copy through email/Fax/AWAN. Applications received later than the due date will not be considered for allotment of married accommodation in Dhruva Enclave. Certificates signed by the Competent Authority only will be considered.

56. **Procedure for Allotment of Married Accommodation.** Allotment of 124 houses available in Dhruva Enclave will be carried out by a Board of Officers convened by the College with a Presiding Officer of the rank of Brigadier or equivalent and one member from each of the three Services. Four/six houses are earmarked for International Participants, which may increase/decrease, subject to circumstances. The procedure for allotment is given in succeeding paras: -

(a) **Application for Married Accommodation.** Participants desirous of staying in married accommodation at Dhruva Enclave are required to submit the Application for Married Accommodation given at **Appendix 'H'** in hard copy. An advance copy of the same is to be forwarded through email/Fax/AWAN.

(b) **Consideration of Field Seniority.** An officer is entitled to antedate seniority for allotment of accommodation if he reports for the course from field/concessional area. The field seniority of such officers will be considered by the Board of Officers only if Certificate for Ante-Date Seniority for Allotment of Married Accommodation as per the Performa given at **Appendix 'J'** issued by the concerned Station HQ is submitted by the officer along with his application for allotment of married accommodation.

(c) **Request for Accommodation on Medical Grounds.** Participants requesting accommodation on medical grounds are to submit the application as per **Appendix 'K'**, along with the medical certificate countersigned by an competent authority.

(d) **Request for Accommodation on Compassionate Grounds.** Participants having any compassionate grounds for accommodation should make a request by giving specific nature of the compassion. Supporting documents are required to substantiate their request. Such cases will be considered by the Board on their merit and allotment will be made on the recommendation of the Board and approval by the Commandant. Compassionate cases of Officers detailed late on the course, i.e., after finalisation of the Board Proceedings, will be processed by the Col Adm and put up to Commandant for his decision. **Furnishing false statements to gain an unfair advantage for allotment will render the officer liable for disciplinary action.**

(e) **Draw of Lots.** Participants having field seniority will be given preference in allotment of accommodation depending on their antedate seniority. Officers who do not have any field seniority will be considered at par for allotment of accommodation. Allotment to these officers will be made based on the draw of lots in presence of all the Board members. Draws will also be taken out to decide the seniority of waiting list.

(f) **Consideration of Officers Detailed Late for the Course.** Allotment of married accommodation to the officers who are nominated for the course after the allotment of accommodation is finalized will be considered only if there is a vacant quarter available in Dhruva Enclave or if a quarter becomes available due to surrender by any Indian/Foreign officer. These officers will also be included in the waiting list drawn earlier. Field Seniority will be taken into account in their cases also. Accordingly, the waiting list drawn earlier will undergo a change based on the antedate seniority brought in by such officers.

(g) **Change of Option.** Once a participant has opted to stay single in the Officers' Mess, his request for married accommodation at a subsequent stage could be considered, subject to availability of married accommodation and meeting other conditions.

57. **Intimation of Allotment of Accommodation.** On finalisation of allotment by the Board of Officers, details will be hosted on the CDM website. Officers who are not allotted married accommodation will be placed on the Waiting List.

58. **Allotment Letter and Handing-Taking over of Accommodation.**

(a) Officers who are allotted accommodation in Dhruva enclave must collect the allotment letter from Adm Branch.

(b) Officers or their authorised representatives (with proper authority letter) will be responsible to take over the accommodation from the MES authorities directly. Officers may send their authorised representative in advance to take over the

accommodation. It may be noted that the complete furniture of the house will be taken over by the officer/his representative.

(c) Participants must plan to move into the allotted accommodation within two days of arrival in the station since the Officers' Mess will not be in a position to accommodate officers in guest rooms for longer periods.

59. **Arrival of Luggage.** CDM will be in a position to receive luggage of Participants who are allotted married accommodation in Dhruva Enclave 2/3 days before the date of reporting. Officers should plan the dispatch of their luggage, accordingly.

60. **Vacation of Married Accommodation on Completion of the Course.** **Kindly note that the accommodation at Dhruva is to be vacated immediately on the termination of the course. No extension will be given as the accommodation has to be prepared for the next course. Participants whose children are likely to appear for the board exams in 2025-26 must make their arrangements accordingly post administration of HDMC-21.**

61. **Servant.** Permission to keep servant will only be accorded post obtaining sanction of the Stn HQs, Secunderabad only. For which requisite documents i.e. application form, Aadhar Card, Address proof / along with police verification certificate will be deposited with Stn HQs, Secunderabad. No servant will be permitted without the sanction of Stn HQs, Secunderabad.

62. **Utilisation of Air Conditioner: Dhruva Enclave.** Ab-initio permission is accorded for installation of only one AC in Dhruva accommodation. Installation of second AC will only be undertaken, post sanction is accorded by Stn HQ, Secunderabad with recommendation of MES authorization, failing which house occupant will be liable for barrack damages. Application Forms for the same will be provided on reporting to the College.

Single Officers' Accommodation at Officers' Mess CDM

63. **Application Performa.** Participants desirous of staying single and requiring accommodation in the Officers' Mess are requested to submit the application for Single Accommodation given at **Appendix 'L'** by email/Fax/AWAN. **The last date for submission of application for accommodation is 07 Apr 25.**

64. **Facilities provided in Single Officer Accommodation.** A two room set, fully furnished with an attached bathroom, TV, cable connection, refrigerator, computer etc. will be provided in Manoj Pandey/Vikram Batra Blocks in the CDM Officers' Mess Complex. **It is highlighted that pets are not permitted in the Officers' Mess Complex.**

65. **Date of Reporting.** Officers allotted Single Officers' accommodation in CDM Officers' Mess will report to CDM only on 24 or 25 May 24 (FN).

Participants Preferring to Stay Under Own Arrangements.

66. Participants not allotted married accommodation will be provided NAC for claiming HRA. Participants are not required to contact Station HQ, Secunderabad for allotment of

accommodation/ HRA. All Participants preferring to stay under their own arrangements and claim HRA should indicate the same in **Appendix 'G'**. Participants requiring NAC will submit the application for HRA after reporting to college. It is to be ensured by Participants staying in civil areas under HRA that all local society regulations are observed and the officers' and his family's conduct in civil areas projects the Services and the College in a positive light. **Any representations from housing society to College on questionable conduct of the officer will be viewed strictly.**



DIV ROOM



ASHWAMEDHA BLOCK

Schooling

67. There are a number of good schools in Hyderabad/Secunderabad. Preferred schools for admission are APS, Bolaram, APS and KV Bolaram. All these schools are affiliated with CBSE and follow CBSE syllabus up to Class XII. Contact details of these schools are appended below. Officers are requested to get in touch with the Schools for admission formalities.

Army Public School, Bolaram	Army Public School Bolaram, Old CDM College Complex, Jai Jawahar Nagar Post, Near Eagle Chowk, Secunderabad – 500087 Tele: 040-27940488/29708554 & 6262 (Mil) Email: apsbolarum@gmail.com Website: https://www.apsbolarum.edu.in
Army Public School, RK Puram	Army Public School, RK Puram, Near RK Puram Flyover, Neredment Trimulgherry – ECIL Road. Secunderabad – 500056 Email: apsrkpuram@gmail.com Website: https://apsrkpuram.edu.in
Kendriya Vidyalaya, Bolaram	Kendriya Vidyalaya Bolaram, Allen By Lines, Jai Jawahar Nagar Post, Yapral, Secunderabad– 500087 Tele: 040-29803596 Email: kvbolarum1983@gmail.com Website: https://bolarum.kvs.ac.in

68. In relaxation of conditions as laid in Articles 193 and 198 AWES Rules & Regulations 2008, Sanction of the Competent Authority has been accorded to admit wards of Naval Officers attending HDMC at CDM in Army Schools, Secunderabad on the basis of TC as applicable (Authority AG's Br letter No B/45706/P/AWES dt 19 Jul 2009). The children of Participants from the Indian Air Force and Indian Navy will be considered at par with children of Army Participants of HDMC.

69. **Admission in Kendriya Vidyalaya.** Board of Governors of Kendriya Vidyalaya Sangathan have approved at par treatment for transfer certificates of Navy Children Schools with Kendriya Vidyalaya transfer certificates for admission of Naval Wards in Kendriya Vidyalaya in Secunderabad (Auth: NHQ Sig No 02/M 019/12 dt 02 Dec 2010). The school is in a position to consider admissions for those children arriving either from local Kendriya Vidyalayas or from outside. Admissions will be nullified in case any information furnished in the application form is found incorrect at any later date.

70. **Choice of School.** Participants are requested to mention choice of school for their wards as per **Appendix 'M'**.

71. **School Bus Passes.** Application for school bus pass is available with the Q Branch of the College. Participants are requested to submit applications (along with three photographs of the child) to Q Branch to obtain the school bus pass through Station HQ.

Institutes & Recreational Facilities

72. **Rajendra Singhji Army Officers' Mess & Institute (RSAOMI).** All Officers in the station are compulsory members of the RSAOMI, which is located about one km from College and Dhruva Enclave. Participants are requested to approach Mess Secretary CDM Officers' Mess for membership cards for self, spouse and dependents above 12 years. Security deposit and monthly subscription as per the extant rules of RSAOMI will be charged through the monthly mess bills of Participants generated by CDM Officers' Mess.

73. **Secunderabad Club.** Limited vacancies are available for membership in Secunderabad Club which can be availed by Participants. Details about the same will be briefed on arrival.

Sports Facilities

74. **Tennis, Squash and Badminton.** CDM has dedicated sports infrastructure for tennis, squash, badminton, basketball and volleyball. RSAOMI and Secunderabad Club also provide most outdoor sports facilities to their members.

75. **Sauna and Gymnasium.** Modern gymnasium facilities are available at CDM Officers' Mess and Dhruva Enclave. The Officers' Mess also has a Sauna facility.

76. **Swimming.** AOC Centre provides limited swimming passes for swimming facilities to the Officers of the CDM on a first come first serve basis.

77. **Golf.** There are two 18-hole golf courses, the Bison Environmental Park and Training Area (BEPTA) and Eagle Environmental Park and Training Area (EEPTA). Applications will be processed through CDM Officers' Mess on arrival.

78. **Sports & Adventure Clubs.** CDM has voluntary clubs like Sailing Club, Purple Pacers, Tri cyclers, Bikers & Hikers etc. promoting various sports and adventure activities.

79. **Cricket Club.** CDM has a vibrant voluntary cricket club for participants. The club conducts cricket matches as per training almanac.

80. **Baseball Club.** CDM has a voluntary baseball club open to all interested participants. The club conducts matches as per training almanac.

Editorial and Club Activities

81. **College Magazine 'TARANG'.** College Magazine "Tarang" covering various activities of the College is published annually with the active participation of HDMC

Participants, their families and children. **Officers are requested to bring soft-copy of a high resolution family photograph (Size: 4x6") for publication in the Magazine.**

82. **Ladies Club.** CDM has an extremely vibrant Ladies' Club, whose monthly activities span from Cultural Activities in CDM Mess to visits to various institutions and local places of interest.

83. **Ecology, Green Initiatives and Conservancy (EGC) of Nature Club.** CDM Ecology, Green Initiative and Conservancy of Nature Club for children is a wonderful assemblage to inculcate eco-values amongst children by undertaking various activities related to understanding, preserving and nurturing the flora and fauna.

84. **Developing Responsible Citizens by Investing in Women Empowerment (DRIWE) Course.** With an aim to enrich the overall intellectual output as well as enhance employment avenues of spouses of the participant of HDMC and Faculty, a certificate course on Developing Responsible Citizens by Investing in Women Empowerment (DRIWE) is conducted over two and half months (9 weeks), in collaboration with Osmania University. Ladies are encouraged to subscribe to the same. A detailed briefing about the course will be carried out on your arrival.

Other Amenities

85. **Indane Gas Agency.** Indane distributor, Sphurthy Gas Agency (0000125334) is preferred by the Participants. The telephone number of the agency is 040-27975129/27972003. Officers are required to deposit Transfer Voucher (TV) personally and obtain gas connection.

86. **Banking Facilities.** Branches of all the major banks are available in the vicinity of the College. ICICI ATM is available inside the CDM campus. In addition, ATMs of most of the major banks are available in the vicinity.

87. **Unit Run Canteen, CDM.** CDM has a well stock Unit Run Canteen catering to all CSD needs. Thursday is observed as a weekly holiday for URC CDM. Online AFD demands are processed through the counter maintained by URC, EME Centre located in the close vicinity of CDM.

COLLEGE OF DEFENCE MANAGEMENT
HDMC-21 : IMPORTANT DATES



Uploading of Joining Instructions	17 Mar 2025
<p>Last Date for Submission of Forms to CDM</p> <ul style="list-style-type: none"> • Appendix 'D' – All nominated Indian Army Officers • Appendix 'E' – All nominated Officers • Appendix 'F' – All nominated Officers • Appendix 'G' – Officers desirous of Married Accommodation in Dhruva Enclave • Appendix 'H' – Officers availing ante-date Seniority for Married Accommodation • Appendix 'J' – Officers requesting for Accommodation on Medical Grounds • Appendix 'K' – Officers desirous for Single Offrs Accommodation • Appendix 'L' – Choice of School for Wards by all Officers 	07 Apr 2025
Notification of Married Accommodation Allotment	28 Apr 2025
Notification of Arrival/Travel details by Participants	05 May 2025
Reporting of Officers Allotted Married Accommodation	19 to 25 May 2025
Reporting of Officers Allotted Single Officers Accommodation	24 & 25 May 2025
Commencement of HDMC-21	26 May 2025

COLLEGE OF DEFENCE MANAGEMENT

HDMC-21 : DOCUMENT CHECKLIST (To be handed over on arrival at CDM)

- | | | |
|-----|--|--------------------------|
| 1. | Copies of X th Class Certificate (Marksheets & Certificate) | <input type="checkbox"/> |
| 2. | Copies of XII th Class Certificate (Marksheets & Certificate) | <input type="checkbox"/> |
| 3. | Copies of Graduation Certificates (Marksheets & Degree) | <input type="checkbox"/> |
| 4. | Copies of Post-Graduation Certificates (Marksheets & Degree) | <input type="checkbox"/> |
| 5. | Original Migration certificate pertaining to the Graduation/Post Graduation degree. | <input type="checkbox"/> |
| 6. | Passport size photograph (in uniform without headgear) – 10 copies | <input type="checkbox"/> |
| 7. | Soft copy of Passport size photograph (in uniform without headgear) – JPEG format of less than 50 KB (The same photo would then appear in the MMS Degree Certificate). | <input type="checkbox"/> |
| 8. | Photograph with family (Self, Spouse & Children) (Size: 4x6") – 1 copy | <input type="checkbox"/> |
| 9. | Photograph with family (Self, Spouse & Children) (Size: 4x6") – JPEG format | <input type="checkbox"/> |
| 10. | Copies of Vaccination Certificates – Self & Dependents | <input type="checkbox"/> |
| 11. | Copies of Aadhaar Card - Self | <input type="checkbox"/> |
| 12. | Copies of Aadhaar Card – (Both Parents)
(In case parents are not alive, carry a copy of the death certificates) | <input type="checkbox"/> |
| 13. | Record of Service/Personal Profile/Bio-Data | <input type="checkbox"/> |
| 14. | Movement Order & LRC | <input type="checkbox"/> |
| 15. | Copy of Passport – Self
(If Official passport is held, copy of the same is also required) | <input type="checkbox"/> |

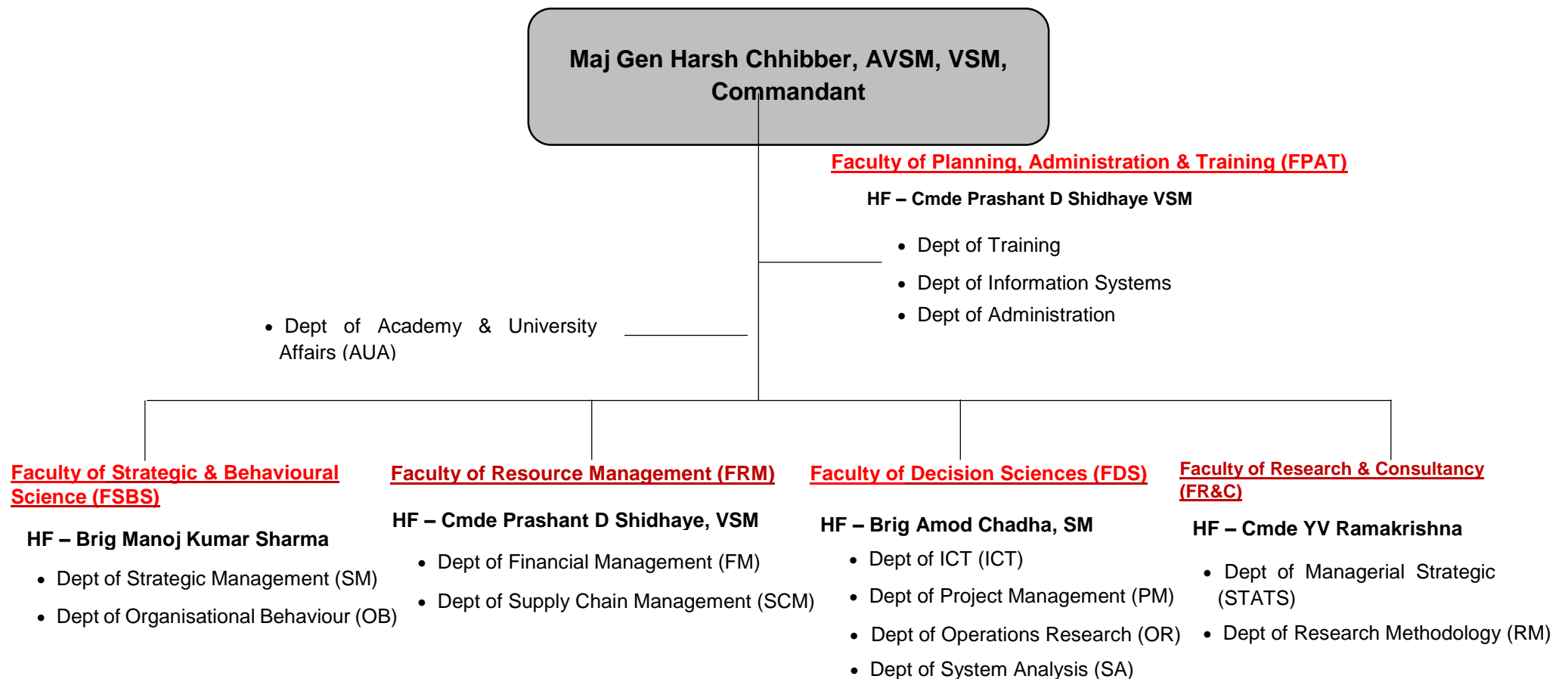
Rank: _____ Name: _____

(NOTE: Please submit all the above documents, arranged in above order along with this checklist as the top sheet, on arrival at CDM Reception. Soft copy of the photographs will be collected in due course)

Appendix “A”

(Refers to para 10 of Joining Instructions for HDMC-21)

COLLEGE OF DEFENCE MANAGEMENT: ORGANISATION



Appendix “B”

(Refers to para 18 of Joining Instruction for HDMC-21)

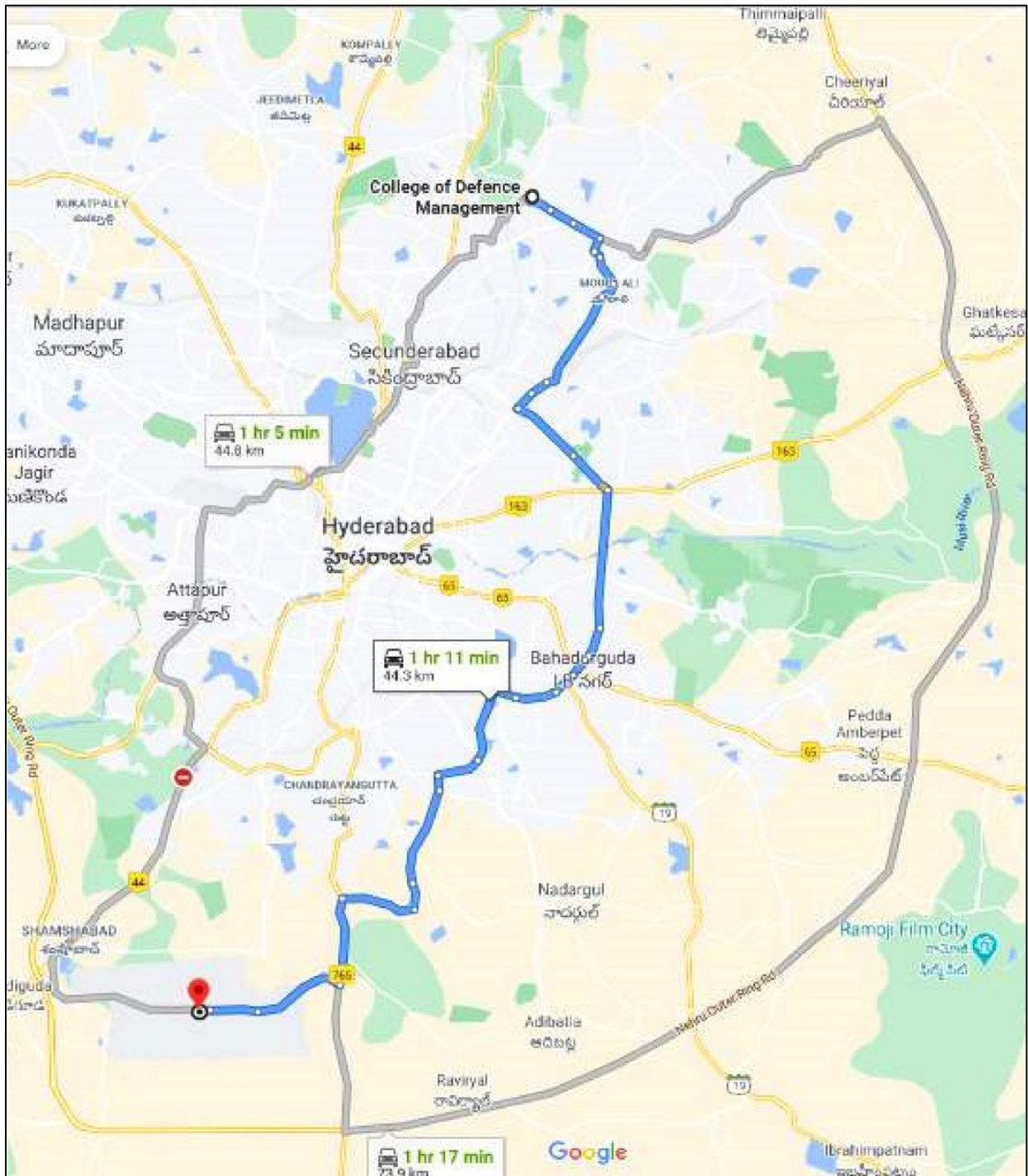
HDMC-21: RECOMMENDED BOOKS/ READINGS

Information and Communications Technology	<ul style="list-style-type: none">• The coming wave – Mustafa Suleyman• Mastering Advance Excel – Ritu Arora• Mastering Microsoft Power BI – Greg Deckler• Analyzing Data with Power BI and Power Point for Excel – Macro – Russo
Financial Management & Supply Chain Management	<ul style="list-style-type: none">• General Financial Rules• Defence Acquisition Procedure (DAP) 2020• Defence Procurement Manual 2009• Economic Survey Report 2024-25• Economics – By Paul Samuelson and William D Nordhaus• RBI Website – www.rbi.org.in• General Budget Documents – www.indiabudget.gov.in
Managerial Statistics	<ul style="list-style-type: none">• Statistics for Management by R.I Levin and DS. Reuben, Pearson Publications
Research Methodology	<ul style="list-style-type: none">• Business Research by Bryman and Bell Foundation of Behavioural Research by Kerlinger FN• Designing and conducting Mixed Methods Research by John W Creswell and Vicky L Plano Clark• Foundation of Behavioural Research by FRED N KERLINGER
Organisation Behaviour	<ul style="list-style-type: none">• Management and Organisation Behaviour by Mullins & Christy• Organisation Behaviour by SP Robbins and Neharika Vohra• Organisation Structure by Henry Mintzberg
Project Management	<ul style="list-style-type: none">• HDMC 21 PM Primer• The Goal : A process of Ongoing Improvement – Eliyahu M Goldratt• IPMA : Individual Competence Baseline Ver 4
Strategic Management	<ul style="list-style-type: none">• Revenge of Geography by Robert D. Kaplan• Shadow Wars by Christopher Davidson• Why Nations Fail by Daran Acemoglu & James A. Robinson

Appendix “C”

(Refers to para 30 of Joining Instruction for HDMC-21)

ROUTE CHART: RAJIV GANDHI INTERNATIONAL AIRPORT TO CDM



Appendix "D"

(Refers to para 37 of Joining
Instruction for HDMC-21)

**Appx 'A' to DGMS -5B letter No B/76782 /Medical
Entitlement/Ruling/DGMS-5B dt 18 Oct 23**

MEDICAL ENTITLEMENT CERTIFICATE (MEC) – VER 2.0
(TO BE PRODUCED ALONG WITH AADHAR CARD)

1. This is to certify that No _____ Rank _____
Name _____ Unit/Corps _____ has a
family with dependent members, details of whom are as given below :-

<u>Ser</u>	<u>Relationship</u>	<u>Name</u>	<u>Age</u>	<u>Identification Marks</u>	<u>Aadhar Number</u>
(a)					
(b)					
(c)					
(d)					
(e)					
(f)					
(g)					

2. Certified that the children and/ or parents are directly dependent on the serving soldier.

Signature of the issuing Auth

(Not below the rank of Col)

Name:

Rank:

Appt:

ASCON:

Office civ tele No:

Stamp of the Office Seal with date

Date of issue:

Note :

- 1 Validity of this MEC is **THREE (03)** years from date of issue.
- 2 Original copy to be kept with indl/ dependent. Hence, No of copies ink signed will be as per No of dependents (i.e. 04 dependents will issued 04 ink signed MECs) and numbered 1/5, 2/5 etc.

ADDITIONAL INSTRUCTIONS FOR INTERNATIONAL PARTICIPANTS

PART I - International Participants (IPs)

1. **General**

(a) **Travel Visa.** IP are recommended to apply for **Multiple Entry** travel visa to India from the India High Commission or Embassy in respective country.

(b) **Reaching CDM.**

(i) IPs will need to establish contact with CDM prior to arrival in India through respective DA in India or to contact CDM at number +91-40-27111731 or on ssoadm.ids@gov.in

(ii) Sponsor Directing Staff (DS) will be allocated to every IP and they will contact respective IPs for any queries or arrangement.

(c) **SIM Card for Mobile Communication Service.** CDM will arrange for group registration of indian SIM Card and the cost will be borne by IPs.

(d) **Internet Service.** CDM does not provide Wi-Fi Network in the Campus. IP could arrange to register and install individual Wi-Fi network in their accommodation with cost borne by IP.

(e) **Local Bank Account.**

(i) Officer's Mess, Unit Run Canteen (URC) and local shops do not accept international bank or credit card for payment purposes.

(ii) Registration for opening of bank account will be arranged by CDM upon arrival. The copy of documents required for registration of bank account are as follows:

- (aa) Passport.
- (ab) Visa.
- (ac) Taxpayer Identification Number (TIN).
- (ad) Proof of address in home country (eg. Driving License)
- (ae) Passport size photograph.

2. **Training.**

(a) **Masters in Management Study Degree Registration.** Submission of the following documents in quadruplicate is essential for enrolment for the MMS degree from Osmania University: -

- (i) Photocopy of existing Graduation/Post-Graduation degree certificate and associated mark sheet (transcript) from university.
 - (ii) Photocopy of passport.
 - (iii) Photocopy of school leaving certificate.
 - (iv) Six copies of passport size photograph in uniform without headgear.
- (b) **Information Technology Infrastructure**. International Participants will be provided the listed PC at respective accommodation as follows:
- (i) **CDM Officer's Mess**.
 - (aa) One PC with CWN connection.
 - (ab) One PC with internet connection.
 - (ii) **Dhruva Complex**. (Married Officer's Accommodation).
 - (aa) One PC with CWN connection.
 - (iii) **Log In ID**. On arrival at CDM, IP will be allotted HDMC email IDs, Campus Wide Network Single Sign IDs and Microsoft Teams IDs of CDM domain.
 - (iv) Participants will be enrolled on the CDM LMS Portal at **<https://cdm.lms.gov.in>** wherein they will be guided to provide/update certain details required by the College Administration (**require Indian mobile phone number**). Certain particulars of Participants will be captured through the LMS Portal.
 - (v) **Personal Laptop**. It is recommended that IP be in possession of personal laptops, wherein they will be required to attend training, guest lectures and other events in online mode.

3. **Administration**.

(a) **Reception Arrangement**.

- (i) A reception centre will be set up at the CDM Officers' Mess. On arrival, IP are requested to report to the reception for completion of arrival formalities and further instructions. IP are to prepare all relevant documents (personal and service record) during the reception to facilitate the process.

(b) **Electronic-Foreigners Regional Registration Offices (e-FRRO) Registration**.

- (i) IP are required to register for e-FRRO within 14 days of arrival in India. e-FRRO website at <https://indianfrro.gov.in/eservices/>.

(ii) **Soft copy documents** required for e-FRRO registration are as follows:

- (aa) Passport size photograph.
- (ab) Visa.
- (ac) Residential Proof (will be provided by FP Cell).
- (ad) Passport.
- (ae) Financial Resource Proof Undertaking Letter (will be provided by FP Cell).
- (af) Bonafide Certificate (will be provided by FP Cell).
- (ag) No Objection Certificate (will be provided by FP Cell).
- (ah) Form 'C' - Arrival Report of Foreigner in Institute (will be provided by FP Cell).
- (aj) Request Letter (will be provided by FP Cell).

4. **Allowances.**

- (a) Eligible International Participants under ITEC Scheme will draw their monthly allowances from administration of CDM. Additionally, for external education tours, IPs will be provided with advance and can claim the full amount as authorised upon return from the education tour.
- (b) The allowances and claim will be credited into IP's local bank account.

5. **Accommodation.**

- (a) Facilities at accommodation.
- (b) **CDM Officer's Mess.**
 - (i) **Individual room** for every IP.
 - (ii) Electronic equipment includes fridge, electric kettle, television, and air-conditioner.
 - (iii) **Welcome pack** upon arrival includes bath towel and soap.
 - (iv) **Room bearer** is the helper service provided by Officer's Mess and will be charged through Mess Bill. The room bearer will assist in cleaning, and preparing uniform for IP. The complete duties list of room bearer is provided in the accommodation room.
 - (v) **Dhruva Complex.** (Married Officer's Accommodation).

(aa) Accommodation unit equipped with three rooms, living hall, dining room and kitchen.

(ab) Rooms equipped with bed, mattress, blanket and wardrobe. Furniture includes study tables, sofas, dining table and coffee table.

(ac) Electronic equipment includes fridge, electric kettle, television, rice cooker and air-conditioner.

(vi) Messing.

(aa) (CDM Officer's Mess.

- Preference of meals/menu will be sought upon joining the College. IP are encouraged to discuss their preference for meal with Mess authority.
- Daily meal rate will be charged in the Mess Bill.

(ab) Dhruva Complex. (Married Officer's Accommodation).

- No messing will be provided.

6. **Security Clearance.** Comprehensive security clearance from all International participants will be obtained by the College from HQ IDS. All IPs are requested to furnish a certificate (on arrival) from respective countries indicating the duration of stay in India for undergoing the HDMC-21 course.

Appendix “F”

(Refers to para 56 of Joining
Instruction for HDMC-21)

COLLEGE OF DEFENCE MANAGEMENT
HDMC 21: APPLICATION FOR CHOICE OF ACCOMMODATION

1. No: _____ Rank: _____ Name: _____
2. Unit: _____
3. CDA A/C No (for Army Participants Only): _____
4. Date of Commission: _____ Date of Seniority: _____
5. Date of Birth: _____ Age Years: _____ Months: _____
6. Married (Yes/No): _____ if Yes, Date of Marriage: _____
7. Date of Arrival in Station: _____
8. Mobile No : _____
9. EMail ID : _____
10. Type of Accommodation Required: _____
(Dhruva Enclave/ HRA/ Single Accn in Offrs' Mess)

Please fill:-

Appendix ‘F’ – By all nominated Officers

(AND)

Appendix ‘G’ – Officers applying for Dhruva Accommodation

(OR)

Appendix ‘K’ – Officers applying for Single Accommodation

Place & Date

(Signature of Officer)
Rank

(Refers to para 57 of Joining Instruction for HDMC-21)

1. No:_____ Rank: _____ Name:_____

2. Pool : A/B/C

3. Date of Birth:_____ 4. CDA A/C No:_____

5. Date of Commission: _____

6. Regn No Car:_____ Regn No Scooter/Bike:_____

1. Age _____ Years _____ Months _____

2. Married: Yes / No 3. Date of Marriage _____

4. Posted on PE: Yes / No (a) On Course (Name) _____
 (b) Ser No _____
 (c) Duration From _____ to _____

5. Date reported (Assumption of Appointment) for duty in Stn _____
(as per Posting Order. Attach a copy of Mov Order)

6. (a) Appointment _____ (b) Tele _____

7. Previous unit located in : Peace / Field / HAA

8. Are you retaining Married accn at previous duty stn : Yes / No

If Yes, (a) Name of the Stn _____

(b) On what account (i) Children Education : Yes / No

(ii) NA Basis : Yes / No

(iii) Other reasons: _____

(c) Period up to retention has been granted: _____

9. Has family stayed with you in the previous station : Yes / No
- (a) If yes period from _____ to _____
- (b) Type of accommodation in previous station: _____
(Temp/Permt/rmt/Huttet/Basha/hard luck/ DEO Hired)
10. Ante date seniority claimed: Yes / No
- (a) If yes on what account : Field / Peace
(did not stay with family for a period of three months or more)
- (b) Period from _____ to _____
- (c) Fd Seniority cert of previous Stn HQ as per Appx to IHQ of MoD: Yes / No
(Army HQ letter No 88448/Q3 (B-I)/DP dt 17 Feb 87)
11. Has the offr obtained permission of Stn Cdr to bring his family in the Station Under his own arrangements (see DSR, RA Para 1021) : Yes / No
- (a) If yes, the details of accommodation occupied under own arngs in the stn:

- (b) If the accn is not available would you like to hire house : Yes / No
on a rent reimbursement basis.
12. Would you like to be put on the waiting list of Temp Accn : Yes / No
13. Date when accommodation required: _____
14. Is your spouse a Commissioned Officer : Yes / No
- If yes, is he / she retaining accn anywhere in India : Yes / No
- If yes give details: _____
15. **(In case offr is retaining accn at previous duty station)**
- I understand the following: -
- (a) NAC will be ceased from the date of allotment of any Govt accn (Permt / Temp/DEO hired) whether the offr has applied for same or not.
- (b) While choice on accommodation may be accepted (in case of Med Cert)
16. Grown up son / daughter (above ten years) :
(it is applicable only ten below service offr)
17. Remarks (Any addl info) :
18. Certified that the above particulars are correct to the best of my knowledge.

Station : Secunderabad

(Signature of Applicant)

Date :

No _____ Rank _____
Name _____

COUNTERSIGNED BY OC UNIT (CDM)

Certified that the particulars given above are correct as per records maintained in this unit. The Date of assumption of appointment _____.

Station : Secunderabad

Date :

(Signature of OC Unit)

(FOR OFFICE USE ONLY)
CHECKLIST: FOR STN HQ

1	Dt of Seniority accepted by ISQC	
2	Whether the offr is retaining accn in the previous station	Yes / No
3	<u>Conditions</u>	
	(a) To be considered for Permt accn	Yes / No
	(b) To be considered for Temp Accn if 'Yes' to Para 12	Yes / No
	(c) If 'Yes' to para 12. Dt of seniority for temp accn	
	(d) Whether the choice of accn accepted? If 'Yes', details of same	
	(e) No NA Cert, if offr's jr to him allotted any type of accn if Yes to (d) above	

(a) Checked and entered in the seniority list _____ By dealing
Clk

(b) Signature of Adm Comdt

Appendix “H”

(Refers to para 59(a) of Joining Instruction for HDMC-21)

COLLEGE OF DEFENCE MANAGEMENT

APPLICATION FOR MARRIED ACCOMMODATION IN DHURVA ENCLAVE

1. No:_____ Rank: _____ Name:_____
2. Floor Preference (Ground/First)._____
3. Any Field / Ante Date Seniority (Yes/No)_____
4. Any Medical/ Compassionate Grounds (Yes/No)_____
(Attach medical certificate signed by Competent Medical Authority)
5. Date when the Accommodation required_____

Details of Previous Accommodation

6. Previous Unit Located in (Peace/ Field/HAA)_____
7. Has family stayed with you in previous station (Yes/No)_____
(a) If Yes, Period From_____ to _____
8. Are you retaining Govt accommodation in previous station? Yes/No _____
(a) On what account (indicate reason)_____
(b) Period of retention granted from _____ to _____
9. Ante Date Seniority Claimed? (Yes/No) _____
(a) If Yes, on what account_____
(b) Field/HAA Period From_____ to _____
(Enclose Field Certificate as per Appendix ‘H’)
(c) NAC from previous station_____
(Attach Certificate of Station HQ)
10. Any other requirement: _____

Place & Date

(Signature of Officer)
Rank

COUNTERSIGNED BY OC UNIT

Certified that particulars given above are correct as per records maintained in the unit.

Appendix "J"

(Refers to para 59(b) of Joining
Instruction for HDMC-21)

**CERTIFICATE OF GRANT OF ANTE-DATE SENIORITY FOR ALLOTMENT
OF MARRIED ACCOMMODATION**

Certified that:-

1. No:_____ Rank:_____ Name:_____
of_____ has served in full field service concession
area_____ from_____ to_____
total duration _____ (Months & days) as on _____

2. He was not allotted with Service/Hired married accommodation while on the posted strength of his station.

3. He has not stayed with his family at this station in any type of accommodation whether permanent, temporary, hutted or basha or even under his own arrangements or a period of three months at any one time.

Station:_____

(Signature of Adm Comdt of Stn HQ)

Dated:_____

Appendix "K"

(Refers to para 59(c) of Joining
Instruction for HDMC-21)

REQUEST FOR ACCOMMODATION ON MEDICAL GROUNDS

Name : _____

Age : _____

Relation : _____

1. No: _____ Rank: _____ Name: _____

2. Date of Posting: _____ Dte/Branch: _____

3. Purpose for which issued: _____

4. Diagnosis: _____

5. Treatment (Inpatient/Outpatient): _____

6. If treated Inpatient, Date of Adm: _____ & Date of Discharge: _____

7. Duration of observation/ treatment: _____

8. Brief Clinical summary of the case: _____

9. Recommendations by Specialists: Drug/ Diet prescribed _____

(a) Restrictions on activity: _____

(b) Specify about accommodation such as near service hospital/ ground floor:

Station: _____

(Signature of Specialist Concerned)

Dated: _____

COUNTERSIGNED

Station: _____

(Signature of Comdt)

Dated: _____

_____ Hospital

Appendix “L”

(Refers to para 66 of Joining
Instruction for HDMC-21)

COLLEGE OF DEFENCE MANAGEMENT

HDMC-21: APPLICATION FOR SINGLE OFFICERS ACCOMMODATION

1. Floor Preference (Ground/ First): _____
2. Any Medical/ Compassionate Grounds (Yes/No): _____
(Attach medical certificate signed by Competent Medical Authority)

Details of Previous Accommodation

3. Previous Unit Located in (Peace/ Field/HAA): _____
4. Are you retaining Govt accommodation in previous station? (Yes/No): _____
 - (a) On what account (indicate reason) _____
 - (b) Period up to which retention granted from _____ to _____
5. Any Special requirement _____

Place & Date

(Signature of Officer)
Rank

Appendix “M”

(Refers to para 73 of Joining
Instruction for HDMC-21)

COLLEGE OF DEFENCE MANAGEMENT
CHOICE OF SCHOOL FOR THE CHILDREN OF THE PARTICIPANTS

1. No: _____ Rank: _____ Name: _____

2. Unit : _____

Details of Child I

1. Name: _____

2. Age: _____

3. Seeking Admission for the Class _____

4. Choice of School (APS Bolarum / APS RK Puram / Other) _____

5. Details of other School _____

Details of Child II

1. Name: _____

2. Age: _____

3. Seeking Admission for the Class _____

4. Choice of School (APS Bolarum / APS RK Puram / Other) _____

5. Details of other School _____

Details of Child III

1. Name: _____

2. Age: _____

3. Seeking Admission for the Class _____

4. Choice of School (APS Bolarum / APS RK Puram / Other) _____

5. Details of other School _____



College of Defence Management

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