

COLLEGE OF DEFENCE MANAGEMENT

रक्षा प्रबंधन महाविद्यालय

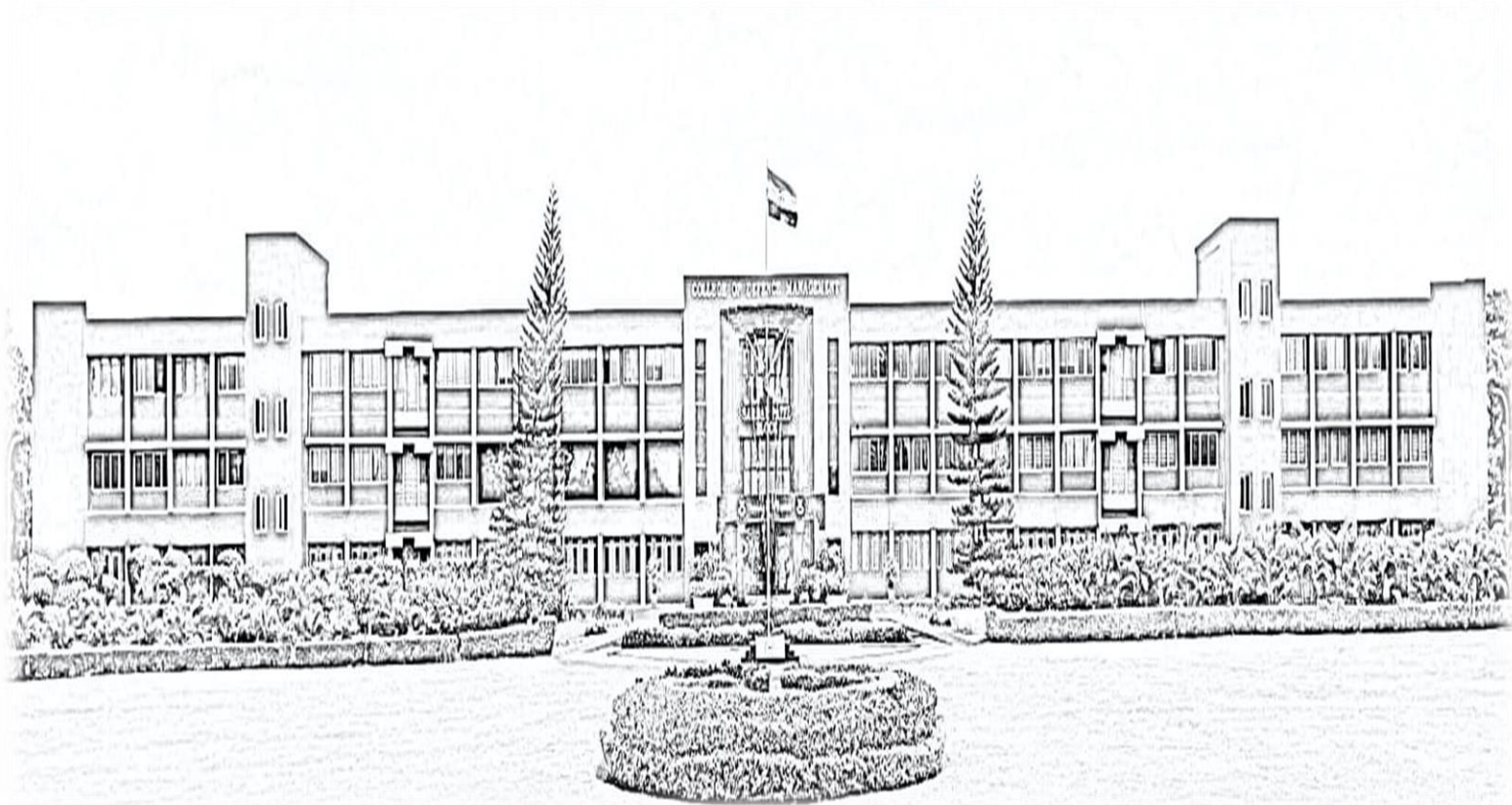
Victory Through Excellence

नैपुण्यात् विजयो ध्रुवम्



JOINING INSTRUCTIONS

HIGHER DEFENCE MANAGEMENT COURSE-21



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PART I – ABOUT 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 over five decades, CDM was awarded the **President's Colours** on 20 Dec 24, which is the highest honour for any Indian Armed Forces institution.
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 in-house **Research & Consultancy**. Over the years, CDM has established a global academic footprint, engaging with Eisenhower School, USA, NDC, Sri-Lanka and Uzbekistan Armed Forces Academy, Tashkent. CDM has external connect through MoUs with 10 institutions of national repute including IIT Bombay, IIT Hyderabad, IIM Ahmedabad, Woxen University, Tata Institute of Social Sciences, All India Management Association, Gujarat University, Osmania University, Armed Forces Academy Uzbekistan and Indira Gandhi National Centre for the Arts (Ministry of Culture).
3. CDM conducts the 44-week flagship course of Higher Defence Management Course (HDMC). Besides the flagship course, CDM conducts Defence Management Course (DMC) of two weeks duration for Participants from SAARC Nations and Senior Defence Management Course (SDMC) of four weeks duration for Participants from Tri-Services and friendly foreign countries. Also, 11 to 12 Management Development Programmes (MDPs) of one to two weeks duration are conducted every year.
4. CDM provides a fine blend of highly conducive academic environment, rich practical experience and high-quality facilities for sports and fitness. The College constantly re-examines and refines the content of professional military education, taking environmental changes into consideration, so as to remain contemporary in the field of higher defence management and strategic studies. During the past five decades, CDM has contributed significantly towards propagating contemporary management practices and strategic perspective.
5. **Motto.** The motto of the College is “नैपुण्यात् विजयो ध्रुवम्”, “**Victory Through Excellence**”. These words exalt an individual to strive for assured victory through excellence.

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 (now expanded to Comprehensive Assessment of Security Strategies - COMPASS)

10. **Organization.** CDM functions under HQ Integrated Defence Staff (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'**.

PART II - TRAINING

11. HDMC is a unique course wherein the Student Officers are referred to as ***Participants***, to learn and understand new concepts and ideas in a collaborative discussion mode to be applied in various spheres of Armed Forces. Detailed guidelines on ethos of the institution will be issued to 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 maximize 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** of contact period. The first two semesters are of 18 weeks and 16 weeks each, and the third semester is of 13 weeks. A short mid-term break is scheduled in Oct 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 who have finished command of units. Based on Service/Arm/Branch criteria, Participants are assigned one of the six Divisions at CDM. 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).** To ascertain the basic knowledge of Participants on Tri-services structures and roles, **an Aptitude Test will be conducted during the first week of the course, to assess knowledge on ‘inter-service and joint warfare aspects’ and general awareness on ‘strategic management and international affairs’.**

17. **Subject Coverage.** The core disciplines are as follows: -

- (a) Fundamentals of management.
- (b) Organisational Behaviour.
- (c) Strategic Management.
- (d) Operations Research.
- (e) Systems Analysis.
- (f) Information & Communication Technology.
- (g) Project Management.
- (h) Financial Management.
- (i) 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 University Grants Commission (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 focused 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 spouses issued in time; in case they do not possess these. It may be ensured that the passports are valid minimum 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. The list of documents to be brought by all participants is at **Appendix ‘C’**
24. 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. Most of the prescribed reference books can be drawn from the library for self-study.

27. **Information Technology Infrastructure.**

(a) CDM has state-of-the-art IT infrastructure, 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, 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.

(b) On arrival at CDM, the participants will be allotted HDMC based **NIC** Email IDs, Campus Wide Network **Single Sign On** IDs, **Microsoft Teams** IDs of CDM domain and a Desktop Client PC of CWN in classrooms.

(c) Indian Participants are required to fill in certain details using the link <https://forms.office.com/r/u04Qi3069a> for onboarding on CDM portal. Username and Password need to be obtained from CDM IT helpline (Email ID: **cdm.ids@gov.in** and Mob No **7093895349**).

(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-Publication format. The e-Tab will also facilitate the participants to download the study material uploaded by HoDs using Microsoft Teams app. 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 material in any form.**

28. It is recommended that all 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 11 Original with MS Office 2019 or better**. Also, it is recommended to have **Microsoft Power BI Desktop & Microsoft Project 2019** installed in the personal laptops prior to joining the course.

PART III - ADMINISTRATION

Arrival

29. **Reaching CDM.** CDM is located at Sainikpuri, Secunderabad. Participants are required reach CDM under their own arrangements. Taxi services are available through mobile apps and on pre-paid basis on arrival at the airport. Scan the QR Code to use Google Maps to reach CDM.



30. **Date of Arrival.**

(a) **Participants Allotted Accommodation in Dhruva Complex.** Participants allotted accommodation in Dhruva Complex will be permitted to arrive in a staggered manner to ensure smooth occupation of accommodation and settling down. Staggered reporting dates i.e **18 May or 20 May or 22 May 25** will be given to the offices for initial documentation and settling down. **Information on allotment of accommodation at Dhruva Complex and date of arrival will be provided on CDM Website to enable Participants to finalize 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 after 24 May 25** (FN).

(c) **Participants Staying under own Arrangement.** Indian Participants who are not allotted married accommodation in Dhruva Complex may obtain permission to stay under **own arrangements on HRA** and 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 are required to be provided by filling online form link at **Appendix D**

31. **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).

32. **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 and 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

33. Secunderabad enjoys a moderate climate. Summer uniform is worn round the year. Participants will wear summer uniforms on all Mondays 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

34. 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 carry their Identity Card while reporting at Reception Centre**. Detailed instructions for the checking of identity cards will be conveyed during the administrative briefing on arrival.

Leave

35. **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, property related and legal commitments, 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

36. The College has its own MI Room. 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 letter B/76782/Medical Entitlement/DGMS-SB dated 18 Oct 23.

Pay & Allowances

37. Para Military Forces and Civilian Officers will draw their pay and allowances from the parent organisation. 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.

E-ticketing Booking

38. All rail/air tickets will be booked through e-ticketing only. Army Officers are required to get the e-ticketing booking done from their respective supernumerary units only. Officers from Navy and Airforce are provided e-ticketing booking facility by Navy and Airforce sections of CDM.

Office Support

39. 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 Establishment office. Officers are advised to complete their ECR liabilities and also ensure **their ECR token is not expired.**

(c) **Q Section.** Q Section is responsible for all matters concerning Accommodation, Medical Support, Rations, 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 are responsible for documentation of their respective Service Participants.

Special Instructions for Indian Air Force Officers

40. IAF officers are on permanent posted strength 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 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.** Signals are obtained through AF Station Hamkimpet.

(d) **Documentation.**

(i) Medical documents and correspondence are dealt with by SMO, Air Force Station, Hakimpet.

(ii) Service/Personal documents correspondence is required to be addressed to OIC AF Section, College of Defence Management, Sainikpuri (PO), Secunderabad – 500094. (Leave encashment, LTC etc)

(iii) Accounts & Logistics documents and correspondence are dealt with by SAO/SLO, Air Force Station, Hakimpet.

(e) **Pay and Allowances**

(i) Personal Occurrence Report connected with HRA, Ration, transport etc. for the Joining time period to be carried out by previous unit

(ii) For claiming CEA last pay certificate is required.

- (iii) Pay slips are available through Digi Locker. Officers are requested to avail this facility by enabling this facility through AFCAO webpage.

Ration

41. 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.

Private Arms

42. 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.

Transport

43. Officers are expected to use personal transport and claim authorised allowance. However, transport can be provided only in emergencies by Administration Branch.

44. CDM Campus Vehicle Security Pass (sticker) will be issued to all the Participants on arrival. Additional vehicle Security Pass (Sticker) issued by Station HQ, Secunderabad will also be issued for access to Secunderabad Military Cantonment. Charges for the same will be adjusted through Mess bills.

Officers' Mess Deposit/Payments

45. A refundable deposit for both living in and living out officers will be collected through the Mess Bill. Only payable at par cheques, credit/debit cards, UPI 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

46. Each participant officer is permitted to get one Buddy attached to CDM for the course duration. 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. Buddy will be attached with CDM only and not other local units. Their services will also be utilized by CDM for campus maintenance and allied tasks on a required basis. 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 as it best suited for administrative convenience of the participants.**

My Gate Application

47. For security purpose officers / families residing in Dhruva Complex will be required to get themselves registered in My Gate Application (Post Joining) for their entry/exit.

PART IV - ACCOMMODATION

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

49. **Choice of Accommodation.** All officers are required to indicate their choice of accommodation, i.e., Married Accommodation in Dhruva Complex or Single Accommodation in CDM Officers' Mess. All Participants are requested to submit their choice of accommodation as per online form link at **Appendix 'D'** by **15 Apr 25**. For officers not provided married accommodation, NAC for HRA shall be processed only after ensuring 100% occupancy of houses in Dhruva Complex

50. All Participants desirous of bringing the family to the station and **applying for married accommodation will submit Appendix 'E' (in duplicate) to the College on arrival at CDM.** The same will be sent to Station HQ, Secunderabad centrally by CDM.

Married Accommodation – Dhruva Complex

51. **Procedure for Allotment of Married Accommodation.** Allotment of **available houses out of the 124 houses** in Dhruva Complex 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 to eight houses are earmarked for International Participants, which may increase/decrease, subject to circumstances. The procedure for allotment is given in succeeding paras: -

(a) **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.

(b) **Request for Accommodation on Medical Grounds.** Participants requesting accommodation on medical grounds are required to produce medical certificate countersigned by an competent authority, when asked for.

(c) **Request for Accommodation on Compassionate Grounds.** Participants having any compassionate grounds for accommodation should make a request by giving specific nature of the compassion.

(d) **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.

(e) **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 Complex 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 considered in these cases also. Accordingly, the waiting list drawn earlier will undergo a change based on the antedate seniority brought in by such officers.

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

52. **Intimation of Allotment of Accommodation.** On finalization 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.

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

(a) Officers who are allotted accommodation in Dhruva Complex must collect the allotment letter from **Q Branch representative at Reception Centre.**

(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.

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

55. **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 termination of HDMC-21.

56. **Servant/ Maid.**

(a) Permission to keep servant in accommodation will only be accorded post obtaining sanction of the Station HQs, Secunderabad. For which requisite documents i.e. application form, Aadhar Card, Address proof / along with police verification certificate will be deposited with Station HQs, Secunderabad.

(b) Currently servants/ maids are available to work during the day on chargeable bases. Endeavor will be made to ensure adequate availability of servants/ maids in Dhruva Complex.

57. **Utilization of Air Conditioner: Dhruva Complex.** Ab-initio permission is accorded for installation of only two AC in Dhruva accommodation. Additional AC will only be installed, post sanction being accorded by Station HQ, Secunderabad with recommendation of MES authorities, failing which house occupant will be liable for barrack damages. Application Forms for the same will be provided on reporting to the College. It is highlighted that weather in Secunderabad post mid-June is quite pleasant.

Single Officers' Accommodation at Officers' Mess CDM

58. **Application Performa.** Participants desirous of staying single and requiring accommodation in the Officers' Mess are requested to submit the online form for Single Accommodation given at **Appendix D. The last date for submission of form for accommodation is 15 Apr 25.**

59. **Facilities provided in Single Officer Accommodation.** A two-room set, fully furnished with an attached bathroom, TV, cable connection, refrigerator, 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.**

PART V - MISCELLANEOUS

Schooling

60. There are a number of good schools in Hyderabad/Secunderabad. Preferred schools for admission affiliated with CBSE up to Class XII are as follows. Officers are requested to get in touch with the Schools for admission formalities.

Army Public School, Bolarum	Army Public School Bolarum, 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, Bolarum	Kendriya Vidyalaya Bolarum, Allen By Lines, Jai Jawahar Nagar Post, Yapral, Secunderabad– 500087 Tele: 040-29803596 Email: kvbolarum1983@gmail.com . Website: https://bolarum.kvs.ac.in

61. **Wards of IAF and IN Officers.** The children of Participants from the Indian Air Force and Indian Navy will be considered at par with children of Army Participants of HDMC. (Authority AG's Br letter No B/45706/P/AWES dt 19 Jul 2009). 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).

62. **Choice of School.** Participants are requested to mention choice of school for their wards as per **Appendix D**.

63. **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

64. **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 Complex. 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.

65. **Secunderabad Club.** Limited vacancies are available for membership in Secunderabad Club which can be availed by Participants. **Membership will be allotted on first come first serve basis. Monthly subscription of Secunderabad Club for a couple is Rs 1200/- approx.** Details about the same will be briefed on arrival.

Sports Facilities

66. **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.

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

68. **Swimming.** AOC & EME Centres provides limited swimming passes for swimming facilities to the Officers of the CDM on a first come first serve basis.

69. **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.

70. **Sports & Adventure Clubs.** CDM has voluntary outdoor clubs like Sailing Club, Purple Pacers (running), Purple Paddlers (Bicycling), Bikers & Hikers etc. promoting various sports, fitness and adventure activities.

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

72. **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

73. **HDMC Magazine ‘TARANG’.** “Tarang” is a causerie covering various activities of the HDMC compiled and published annually by HDMC Participants, their families and children. **Apart from other content it includes a high-resolution family photograph of each participant (Size: 4x6”) for publication in the Magazine.**

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

75. **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.

76. **Developing Responsible Citizens by Investing in Women Empowerment (DRIWE) Course.** The ‘DRIWE’ course i.e Developing Responsible Citizens by Investing in Women Empowerment is a unique programme conducted for the spouses of HDMC Officers. This three-month certificate course is designed with multi-disciplinary curriculum covering a wide canvas of issues. Recognizing the pivotal role that spouses play in shaping the social fabric of our Defence Forces, the course aims to equip volunteer ladies with the tools and insights necessary to thrive as responsible citizens and inspirational leaders. Through a carefully curated syllabus, focusing on self-awareness, life skills, empowerment and social awareness, participants are equipped with the knowledge and skills needed to navigate the complexities of modern-day life with grace and resilience and empowered to serve as agents of positive change in their communities. Overall, this course provides an ideal platform to celebrate and rediscover the women leaders to steer growth of our society. **A flyer of the course is available on CDM website.**

Other Amenities

77. **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.

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

79. **Unit Run Canteen, CDM.** CDM has a well stocked Unit Run Canteen catering to the needs of participants. 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.

Conclusion

80. HDMC is the flagship course at CDM and all out efforts are made to develop enlightened leadership by imparting knowledge, skills and competencies required to transform the participants as future strategic leaders for meeting the challenges to national security.

Appendix A

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

COLLEGE OF DEFENCE MANAGEMENT: ORGANISATION

**Maj Gen Harsh Chhibber, AVSM, VSM, PhD
Commandant**

Faculty of Planning, Administration & Training (FPAT)

HF – Cmde Prashant D Shidhaye VSM

- Dept of Training
- Dept of Information Systems
- Dept of Administration

- Dept of Academy & University Affairs (AUA)

Faculty of Strategic & Behavioural Science (FSBS)

HF – Brig Manoj Kumar Sharma

- Dept of Strategic Management (SM)
- Dept of Organisational Behaviour (OB)

Faculty of Resource Management (FRM)

HF – Cmde Prashant D Shidhaye, VSM

- Dept of Financial Management (FM)
- Dept of Supply Chain Management (SCM)

Faculty of Decision Sciences (FDS)

HF – Brig Amod Chadha, SM

- Dept of ICT (ICT)
- Dept of Project Management (PM)
- Dept of Operations Research (OR)
- Dept of System Analysis (SA)

Faculty of Research & Consultancy (FR&C)

HF – Cmde YV Ramakrishna

- Dept of Managerial Strategic (STATS)
- Dept of Research Methodology (RM)

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">• Mastering Advance Excel – Ritu Arora• Mastering Microsoft Power BI – Greg Deckler
Financial Management & Supply Chain Management	<ul style="list-style-type: none">• Economics – By Paul Samuelson and William D Nordhaus
Managerial Statistics	<ul style="list-style-type: none">• Statistics for Managers using Microsoft Excel-8th Edition by David M. Levine. Pearson Publications
Research Methodology	<ul style="list-style-type: none">• Business Research Methods by Bryman and Bell. Oxford University Press. Printed in India by Saurabh Printer Pvt Ltd., Delhi• Research Design: Qualitative, Quantitative, and Mixed Methods Approaches by Creswell John W. SAGE Publications
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• Politics among Nations by Hans Morgenthau• Why Nations Fail by Daran Acemoglu & James A. Robinson
Operations Research	<ul style="list-style-type: none">• Spreadsheet Modelling & Decision Analysis by Cliff T Ragsdale• Principles of Operations Research for Management
Systems Analysis	<ul style="list-style-type: none">• Michael C Jackson : Systems Thinking Creative Holism for Managers

Appendix C

(Refers to para 23 of Joining
Instruction for HDMC-21)

DOCUMENT CHECKLIST

(To be handed over to Reception Centre at CDM)

1. Copies of Xth Class Certificate (Marksheets & Certificate)
2. Copies of XIIth Class Certificate (Marksheets & Certificate)
3. Copies of Graduation Certificates (Marksheets & Degree)
4. Copies of Post-Graduation Certificates (Marksheets & Degree)
5. Original Migration certificate of the Graduation/Post Graduation degree.
6. Passport size photograph (in uniform without headgear) – 10 copies
7. Photograph with family (Self, Spouse & Children) (Size: 4x6”) – 1 copy
8. Copies of Vaccination Certificates – Self & Dependents
9. Copy of Aadhaar Card – Self
10. Copies of Aadhaar Cards of both Parents (Required by Osmania University)
(In case parents are not alive, carry a copy of the death certificates)
11. Record of Service/Personal Profile/Bio-Data
12. Movement Order & LRC
13. Copies of Passports – Self and Spouse
(If Official passport is held, copy of the same is also required)

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.

Appendix D

(Refers to para 30, 49, 58 & 62 of
Joining Instruction for HDMC-21)

FORM FOR ARRIVAL DETAILS & CHOICE OF ACCOMMODATION/SCHOOLING

[To be filled online by clicking on the link below and not to be printed]

<https://forms.office.com/r/u04Qi3069a> #

1. Name: _____
 2. Mobile No(WhatsApp)_____
 3. EMail ID :_____
 4. Date of Birth: _____
 5. Date of Commission: _____
 6. Date of Seniority: _____
 7. Date of Marriage (if applicable): _____
 8. Expected Date of Arrival at CDM: _____
 9. Expected Time of Arrival at CDM: _____
 10. Mode of Arrival: Air/Train/Road_____
 11. Flight/Train/Road Details_____
 12. Guest Room Required in CDM Offrs Mess Yes/No
 13. Accommodation Preferred: **Dhruva Complex/ HRA/ Single Accn in Offrs' Mess**
 14. Anti-Date Seniority in months (if any)
 15. Floor Preference – GF/1/2/3/4/5/No Choice
 16. Medical Grounds for Priority in Allotment (if any). Give details
 17. Compassionate Grounds for Priority in Allotment (if any). Give details
 18. Type of Previous Station: HAA/Fd/Mod Fd/CI/ Peace
 19. Has family stayed with you in previous station- Yes/No
 20. Have you retained Married Accommodation/HRA in previous station- Yes/No
 21. Any Special Requirement for Accommodation
 22. First Child's School Preference – APSBolarum/ APS RKPuram/ KV Bolarum/Other
 23. Admission sought in which class for the first Child's –
1/2/3/4/5/6/7/8/9/10/11/12/Other
 24. Second Child's School Preference– APSBolarum/APSRKPuram/KV
Bolarum/Other
 25. Admission sought in which class for the Second Child's –
1/2/3/4/5/6/7/8/9/10/11/12/Other
- # **Please contact CDM-IT support at Mob No 7093895349 / Email ID cdm.ids@gov.in for obtaining Login ID and Password for filling the form through the link indicated above.**

[Officers are required to produce supporting documents of arrival. Any false declaration will result in cancellation of allotted accommodation]

(Refers to para 50 of Joining Instruction for HDMC-21)

(To be filled by all officers and deposited at Reception Centre on arrival at CDM)

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/Hutted/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 Col Adm, CDM)

(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



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college of defence management

College of Defence Management
PO-Sainikpuri, Secunderabad-500094, Telangana
<https://cdm.gov.in/>