



## COLLEGE OF DEFENCE MANAGEMENT

### JOINING INSTRUCTIONS DEFENCE MANAGEMENT COURSE (DMC) – 20 07 – 19 JUL 25

#### PART – I GENERAL

##### The College

1. The College of Defence Management (CDM) (erstwhile Institute of Defence Management) was established at Secunderabad in December 1970. It is a joint services training establishment, which imparts management training to select officers from the Armed Forces, Para Military Forces, MoD and officers from friendly foreign countries. The in-house programs include a flagship 44-week Higher Defence Management Course (HDMC) for Colonels/ equivalent ranks, a four-week long Senior Defence Management Course (SDMC) for Brigadiers/ equivalent ranks and Defence Management Course of two weeks duration. In addition, a number of Management Development Programs (MDPs) are conducted on various subjects varying from Strategic Management, Resource Management and Big Data Analytics as per schedule available at <https://cdm.gov.in/wp-content/uploads/2025/06/Schedule.pdf>. The training programs are oriented towards application of management concepts and techniques in defence strategy formulation, operations, maintenance, administration, resource and logistics management.

2. The College is a member of All India Management Association (AIMA), the Apex Body for management in India as well as of International Project Management Associates (IPMA). The College is affiliated to the Osmania University, Hyderabad for award of various academic degrees. CDM web portal hosted at <http://cdm.gov.in> provides elaborate information on facilities and learning resource available at CDM.

#### PART II – COURSE CONDUCT

##### Overview

3. **Defence Management Course (DMC) - 20** is scheduled to be conducted at CDM (on campus) from **07 to 19 Jul 25** at College of Defence Management, Secunderabad.

4. **Aim.** To introduce important management concepts and their military  
College of Defence Management DMC-20 Joining instructions



applicability to officers from the three Services and from Friendly Foreign Countries within a wider context of regional and global security paradigm.

5. **Objectives.** The objectives of the Defence Management Course (DMC) are as follows: -

5.1. To facilitate interaction and enhance mutual understanding among participant officers with a view to evolve common approach on regional and global aspects related to National Security.

5.2. To provide exposure of management tools and techniques that can be applied to improve effectiveness and efficiency of the armed forces, with special focus on aspects pertaining to operational and logistics planning, management of projects, selection of major equipment/ weapon systems and force structuring.

5.3. To evolve a common understanding of the complexities of management of change in the dynamic environment of the region.

5.4. To focus on leadership and human resource management challenges in the Armed Forces with a view to evolve pragmatic solutions.

6. **Qualification Requirement (QR).** Colonel and equivalent officers from Indian Armed Forces, Director/ equivalent rank officers nominated from civil services and officers from Friendly Foreign Countries are nominated for the course. Graduates of the Higher Defence Management Course at CDM are not eligible for this course.

### **Course Design**

7. **Subjects.** The participants will be exposed to following subjects of Defence Management: -

7.1. **Strategic Management (SM).**

7.2. **Financial Management (FM).**

7.3. **Supply Chain Management (SCM).**

7.4. **Organisational Behaviour (OB).**

7.5. **Project Management (PM).**

7.6. **Operations Research (OR).**

7.7. **System Analysis (SA).**



8. **Syllabus.** The Detailed Syllabus for the course is placed at **Appendix A**. Books recommended for reading as a part of the pre-course preparation are listed at **Appendix B**.

9. **Course Capacity.** The course is designed for 38 participants including officers from Friendly Foreign Countries.

10. **Working Hours.** Working hours will be from **0800 hr to 1700 hr** with a lunch break from 1400-1500 hrs.

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

12. **Andragogy.** The andragogy at the College has been designed to be dynamic with focus on participative and interactive learning with a rich mix of case studies and hands-on sessions, for a productive and intellectually stimulating learning experience.

13. **Study Material.**

13.1. CDM has a well-established College Wide Network (CWN) and virtually all aspects of the course curriculum including day to day passage of instructions, study material, individual assignments and dissemination of additional learning material are part of Learning Management System.

13.2. Reading material and General Instructions may be downloaded from CDM website at <https://cdm.gov.in>.

13.3. Participants will also be issued a Tablet containing all learning considered essential.

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



### PART III - COORDINATION AND ADMINISTRATION

#### 14. Arrival / Reception / Dispersal.

14.1. **Arrival.** Participant officers are to report between **05 Jul 25 (AN) / 06 Jul 22 (FN)**. All participant officers are requested to fill arrival details form using link at **Appendix C** by **30 Jun 2025** positively. **Any queries can be addressed to the Course Basic DS at ds45.ids@gov.in.**

14.2. **Reception.** A reception centre will be established at CDM Officers' Mess. Upon arrival at CDM, officers are requested to report to the reception for completion of arrival formalities.

14.3. **Dispersal.** The **dispersal** from College on termination of the course may be planned only **after 1600 hour on 19 Jul 25.**

14.4. **Cab Services.** Officers may use cab services from the airport to reach CDM and claim the cost of transportation from airport to CDM accordingly. Pre-paid cabs operated by the RTO, Meru Cab, Sky Cab apart from Ola and Uber are available at the airport. Alternately, services of Tushar Cabs (9849211941), a private cab service may also be availed if participants want a cab ready at the airport on landing. The distance from airport is approximately 42km (1½ hr). Cab drivers may be routed towards Secunderabad - Trimulgherry - Sainikpuri route. Google Map showing route from Airport to CDM is placed at **Appendix D.**

#### 15. Administration.

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

15.2. **Documentation : International Participants.** The following documents need to be produced on arrival: -

15.2.1. Passport.

15.2.2. VISA.

15.2.3. National ID (Should specify home address which is required for issue of SIM Card, if required).

15.2.4. Country Security Assurance from respective Embassy.

15.2.5. Four Passport size photographs



15.3. **Accommodation.** All participants of the DMC course will be accommodated in the **Single Officers Accommodation** of the College which is located inside the College premises. List of facilities provided in guest room is attached as **Appendix E**. Spouse and young children of officers can accompany, if permission is sought in advance.

15.4. **Messing.** Officers will be dining at CDM Officers Mess, **Kalpavriksha** and **standard daily messing rates will be charged for dining**. Bills may also be paid by credit/debit cards.

15.5. **Financial Arrangements.** Service officers are requested to draw their TA/DA in advance before coming for the course. No TA/DA will be drawn by the College. Eligible International Participants under Indian Technical and Economic Cooperation (ITEC) under the aegis of Ministry of External Affairs, Govt of India will draw their allowances from IP Cell of CDM. The allowance will be calculated based on the number of days of the duration of course.

15.6. **Dress.** Summer uniform will be worn on first day and last day/or on specific occasions including course photograph. The routine dress is formal trousers and shirt with pocket for name tab (issued at CDM). Officers are advised to be in possession of neck ties for formal occasions.

15.7. **Banking Facilities.** ICICI and SBI ATM is located within the College campus. SBI, No 1 EME Centre is located close to the College. In addition, ATMs of most of the major banks are available in near vicinity.

15.8. **Medical Facilities.** MI Room facilities are available in CDM premises. Military Hospital, Secunderabad is located at a distance of five kms from CDM. Military Dental Centre, Bolarum is located three kms from CDM.

15.9. **Leave.** No leave is permitted during the course. Only specific cases may be considered on extreme compassionate grounds with approval of the Commandant.

16. **Sports and Recreation.** CDM offers the following sports and pastime activities :-

16.1. **Tennis and Squash.** Tennis and squash facilities are available at CDM.

16.2. **Gymnasium.** A well equipped gymnasium is available in the CDM Officers' Mess.



16.3. **Golf.** Two 18 hole golf courses, viz Bison Ecology Park and Training Area (BEPTA) and Eagle Environmental Park and Training Area (EEPTA) are in close vicinity. Participants may play by paying green fees. Limited number of Golf Sets are available in CDM.

16.4. **Rajendra Singhji Institute (RSI).** RSI is located about 1.5 km from the College. Officers may use facilities on cash payment basis. CDM Mess Secretary will facilitate temporary membership.

### Contact Persons

17. **Academic Activities.** Directing Staff Coordination(DS Coord) at CDM will coordinate all the academic activities with respect to the MDP. The undermentioned officers can be contacted with respect to the training activities of the course:-

- |      |                           |   |   |
|------|---------------------------|---|---|
| 17.1 | DS Coord                  | - | 040-27115741<br>6624 (Army)<br><a href="mailto:dscoord.ids@gov.in">dscoord.ids@gov.in</a> |
| 17.2 | OIC Foreign Officers Cell | - | <a href="mailto:ds24.ids@gov.in">ds24.ids@gov.in</a>                                      |
| 17.3 | Basic DS                  | - | <a href="mailto:ds45.ids@gov.in">ds45.ids@gov.in</a>                                      |

18. **Administrative Activities.** The undermentioned officers may be contacted with respect to the administrative arrangements during the course:-

- |      |                        |   |   |
|------|------------------------|---|---|
| 18.1 | Colonel Administration | - | 040-27111731<br>Army – 6615<br><a href="mailto:ssoadm.ids@gov.in">ssoadm.ids@gov.in</a> |
| 18.2 | CDM Duty Clerk         | - | 040-27111731  |

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

- |      |              |   |   |
|------|--------------|---|---|
| 19.1 | Postal       | : | College of Defence Management<br>Sainikpuri PO,<br>Secunderabad – 500 094 |
| 19.2 | Fax          | : | 040-27116451  |
| 19.3 | e-mail       | : | <a href="mailto:ssoadm.ids@gov.in">ssoadm.ids@gov.in</a>                  |
| 19.4 | CDM Web site | : | <a href="https://cdm.gov.in">https://cdm.gov.in</a>                       |
| 19.5 | ASIGMA       | : | coladm_cdm  |



## Appendix A

(Refers to Para 8 of Joining Instructions)

### DETAILED SYLLABUS: DMC – 20

Ser (a)	Code (b)	Topic (c)	Method (d)	Fac (e)
1	SM1	SM Process	L/D	FSBS
2	SM2	Geopolitics	L/D	FSBS
3	SM3	National Interest & National Security	L/D	FSBS
4	SM4	National Power	L/D	FSBS
5	SM5	Introduction to COMPASS	L/D	FSBS
6	SM6	Environmental Scan	L/D	FSBS
7	SM7	SWOT	L/D	FSBS
8	SM8	SWOTEX (Consideration)	OTW	FSBS
9	SM9	SWOTEX (Syn Presentation)	Pn	FSBS
10	SM10	Intro to Scenario Building	L/D	FSBS
11	OB1	Self-Awareness	L/D	FSBS
12	OB2	Perception	L/D	FSBS
13	OB3	Communication	L/D	FSBS
14	OB4	Motivation	L/D	FSBS
15	OB5	Leadership	L/D	FSBS
16	OB6	Decision Making	L/D	FSBS
17	OB7	Negotiation & Conflict Management	L/D	FSBS
18	OB8	Change Management	L/D	FSBS
19	ORSA1	Modelling and Linear Programming	L/D	FDS
20	ORSA2	Analytical Hierarchy Process	L/D	FDS
21	ORSA3	Decision Making	L/D	FDS
22	ORSA4	Systems Analysis Tools and Techniques	L/D	FDS
23	PM1	Project Management & Military Applications	L/D	FDS



Ser (a)	Code (b)	Topic (c)	Method (d)	Fac (e)
24	FM1	Economics of Defence	L/D	FRM
25	FM2	Basic Economic Concepts	L/D	FRM
26	FM3	Contemporary Budgeting Techniques	L/D	FRM
27	FM4	Economic Stability and Growth	L/D	FRM
28	FM5	Capital Budgeting	L/D	FRM
29	SCM1	SCM: An Overview	L/D	FRM
30	SCM2	Life Cycle Concepts	L/D	FRM
31	SCM3	Contract Management	L/D	FRM
32	SCM4	Contemporary SCM Concepts	L/D	FRM
33	SCM5	Capital Procurement	L/D	FRM

**Legend**

SM – Strategic Management

OB – Organisational Behaviour

ORSA – Operations Research &amp; System Analysis

FM – Financial Management

SCM – Supply Chain Management

L/D – Lecture &amp; Demonstration

FSBS – Faculty of Strategic Management &amp; Behavioural Sciences

FDS – Faculty of Decision Sciences

FRM – Faculty of Resource Management





## **Appendix B**

(Refers to Para 8 of Joining Instructions)

### **RECOMMENDED READING MATERIAL FOR DMC - 20**

#### **1. Strategic Management.**

- 1.1. Text Book on SM by UC Mathur.
- 1.2. Strategic Intent by Hamel and Prahlad.
- 1.3. Politics Amongst Nations by Hans Morgenthau.
- 1.4. Soft Power by Joseph Nye.

#### **2. Organisational Behaviour.**

- 2.1. Organisation Theory Design and Change by Gareth R Jones.
- 2.2. Organisation Theory and Behaviour by VSP Rao and PS Narayana.

#### **3. Operational Research and System Analysis.**

- 3.1. Spreadsheet Modeling – Ragsaale (9<sup>th</sup> Edition)
- 3.2. Fifth Discipline: Peter Senge

#### **4. Project Management.**

- 4.1. Project Planning, Scheduling and Control by JP Lewis.
- 4.2. Project Management with PERT and CPM by DS Hira.

**Appendix C**

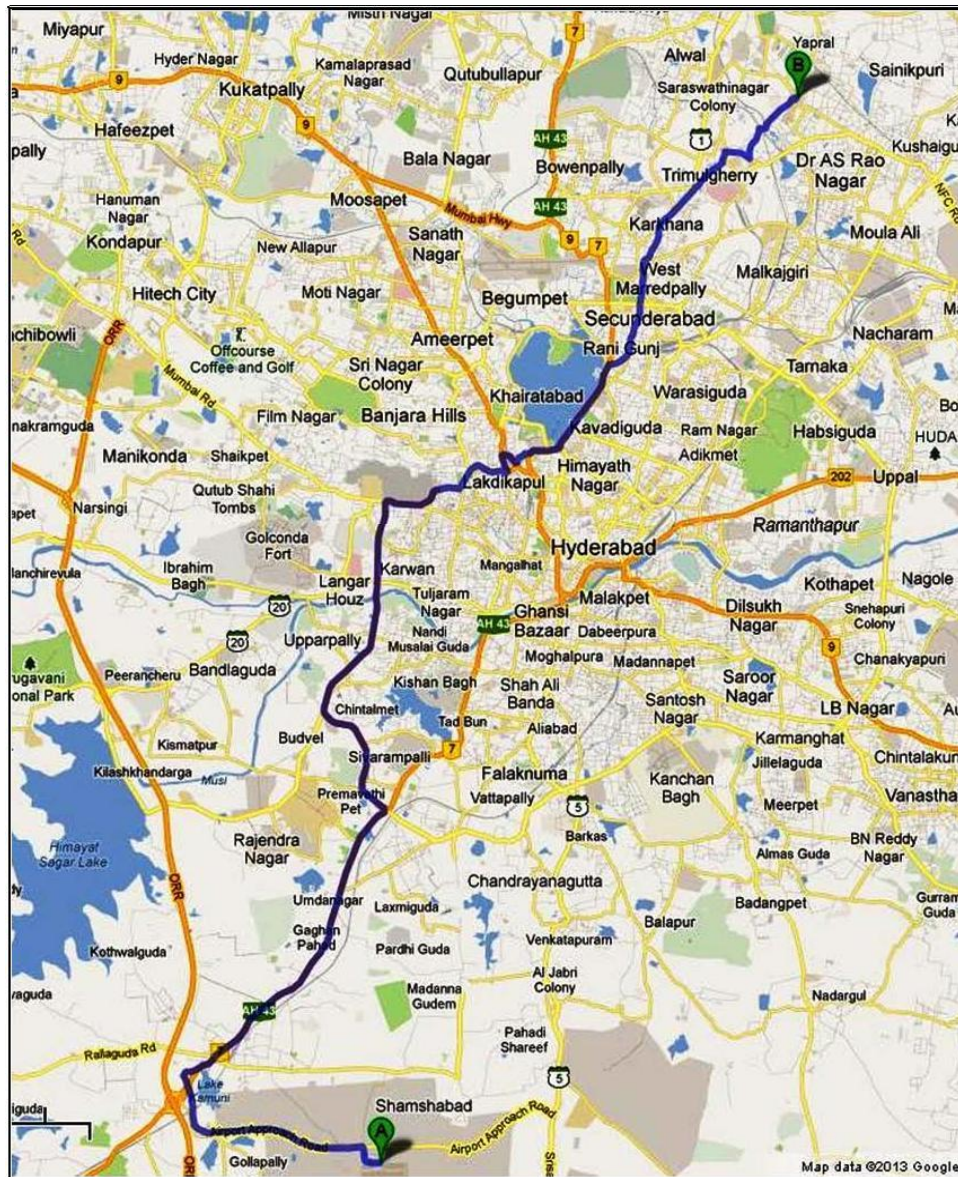
(Refers to Para 14.1 of Joining Instructions)

**ARRIVAL DETAILS****DMC-20****[Click here to fill details <https://forms.office.com/r/X07UAV42aB> ]**

<b><u>S No</u></b>	<b><u>Details</u></b>		
1.	Number, Rank and Name		
2.	Unit/ HQ/ Institute		
3.	Nodal Directorate		
4.	Mode of Travel		
5.	Flight / Train Number		
6.	Date & Time of Arrival		
7.	Mobile Number		
8.	e-mail ID		
9.	Food Habits	Vegetarian/Non-Vegetarian	
10.	Accompanied by Family	:Yes/ No	
11.	If Yes at S No 12, Please provide details of family members accompanying.	Name	Relation

**Appendix D**

(Refers to Para 14.4 of Joining Instructions)

**MAP SHOWING ROUTE FROM RGIA, HYDERABAD TO CDM**[https://maps.app.goo.gl/VVZd2FJdkv8TBEH48?g\\_st=iw](https://maps.app.goo.gl/VVZd2FJdkv8TBEH48?g_st=iw)



**Appendix E**

(Refers to Para 15.3 of Joining Instructions)

**LIST OF ITEMS AVAILABLE AT SINGLE OFFICERS' ACCOMMODATION  
CDM OFFICERS' MESS**

1. Furnished two room set.
2. Air conditioned bedrooms.
3. Refrigerator.
4. LCD TV with various channels.
5. Electric kettle with items for making tea.
6. Electric iron.
7. Newspaper.
8. Welcome hamper.
9. Basic toiletries.
10. Bedding and Linen.
11. Welcome card with important telephone numbers.
12. WIFI Connection (on payment basis).