



# COLLEGE OF DEFENCE MANAGEMENT

रक्षा प्रबंधन महाविद्यालय

Victory Through Excellence











# About Us

College of Defence Management was established in 1970 to groom senior military officers to evolve into strategic leaders by inculcating contemporary management thought, concepts and practices in military planning and conduct of operations. The College has grown to become a premier institution which has trained over 10,000 Indian officers and over 600 International officers from 55 foreign countries till 2024-25.



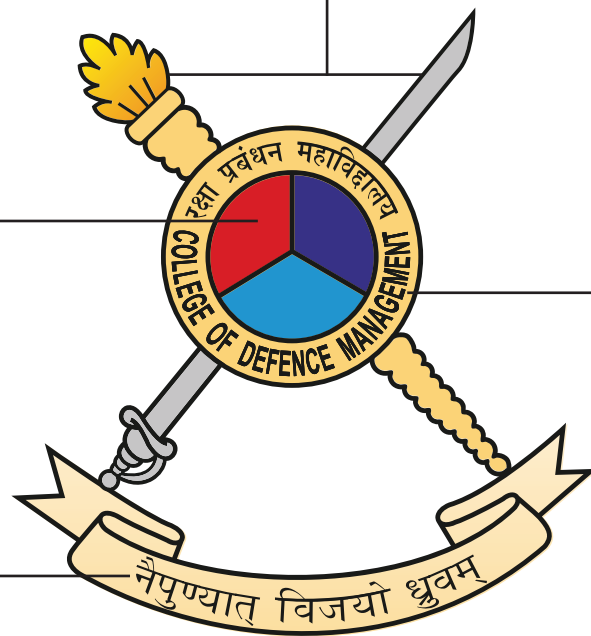


*Red, Navy blue and Sky blue  
colours of the Army, Navy and  
Air Force indicate*

*In cohesiveness lies the ultimate  
strength of our defence services*

*Crossed sword and the torch*

*Combat prowess needs to be  
guided by knowledge, wisdom  
and enlightenment to achieve  
mission orientation*



*Motto  
Naipunyat Vijayo Dhruvam  
meaning "Victory Through  
Excellence"*

*Name of the College inscribed on  
the shield signifies  
promotion of these aspects*



“

True to its ethos and traditions, the crest of the College of Defence Management represents its Tri-Service character. The Red, Navy Blue and Sky Blue of the Army, Navy and Air Force respectively, indicate the core principle of the training at this college; that in integration lies the ultimate strength of our Armed Forces.

The torch signifies knowledge and the sword signifies valour, both indispensable for mission accomplishment.

The motto of this College 'Naipunyat Vijayo Dhruvam' (Victory Through Excellence) is from the Bhagvad Gita. These words exhorted Arjuna on the battlefields of Kurukshetra to objectively strive for victory through excellence and detach himself from the fruits of victory.

”







# Objectives





# Commandants' Gallery

The College owes its envious reputation and stature to the luminaries who led this prestigious institution with pride & passion. Each one contributed not just in creating the world-class infrastructure as it stands today but to nurturing & grooming each successive generation of strategic leaders of the Armed Forces.



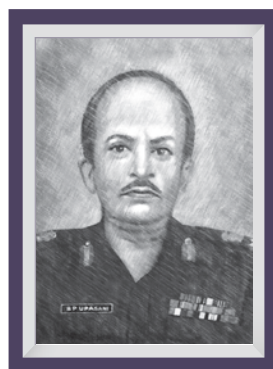
**Brig V Dhruva, AVSM**  
05 Aug 1970 - 15 May 1973



**Air Cmde R J M Upot, AVSM, VSM**  
16 May 1973 - 27 Dec 1975



**Cmde H S Punia, AVSM**  
27 Dec 1975 - 20 Aug 1977



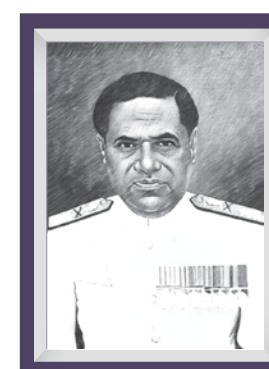
**Brig B P Upasani**  
01 Sep 1977 - 30 Nov 1980



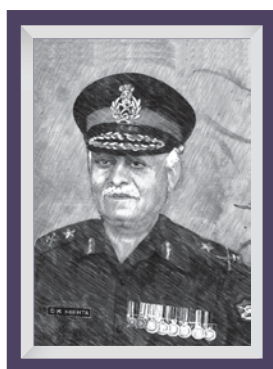
**Air Cmde P K Puri, AVSM, VSM**  
01 Dec 1980 - 30 Dec 1983



**RAdm A Ghosh, VSM**  
31 Mar 1984 - 03 Oct 1984



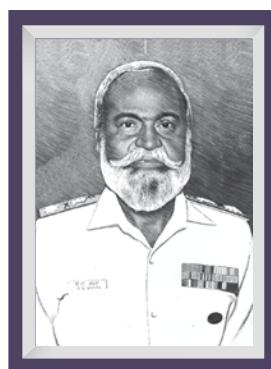
**RAdm R S Sharma, PVSM, AVSM, VSM**  
15 Oct 1984 - 20 June 1986



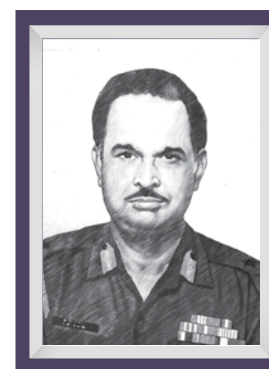
**Maj Gen D K Mehta**  
21 June 1986 - 11 Feb 1989



**AVM S Kulkarni, PVSM, VM**  
01 Mar 1989 - 07 April 1991



**RAdm S C Gupta, VSM**  
03 April 1991 - 30 Apr 1993



**Maj Gen S P Jain, AVSM**  
01 May 1993 - 31 Mar 1995



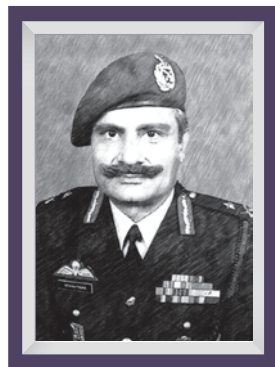
**AVM T J Master, PVSM, AVSM**  
18 Apr 1995 - 07 June 1997



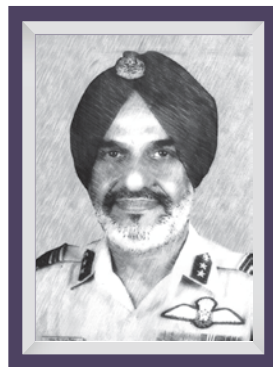




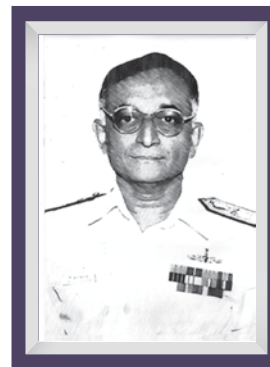
**RAdm R M Kshetrapal, AVSM**  
05 Mar 1998 - 31 Aug 1999



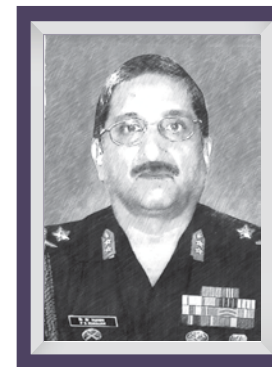
**Maj Gen K C Padha, AVSM, VSM**  
01 Sep 1999 - 25 Jul 2001



**AVM H P S Sidhu, AVSM, VSM**  
06 Aug 2001 - 31 Jul 2003



**RAdm V Balachandran, AVSM, NM, VSM**  
01 Aug 2003 - 24 Jul 2005



**Maj Gen P K Mahajan, AVSM**  
25 Jul 2005 - 26 Feb 2007



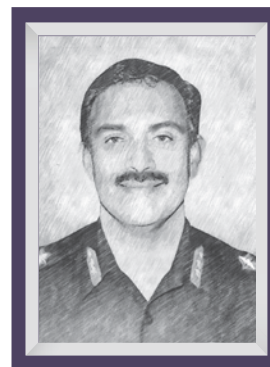
**AVM A Saikia, AVSM, VM**  
03 Apr 2007 - 22 Apr 2009



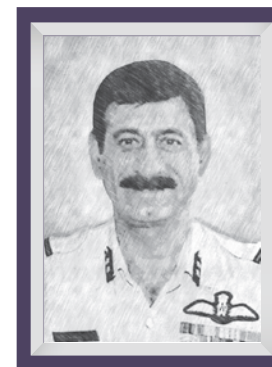
**RAdm V S Batra, VSM**  
30 Apr 2009 - 01 Oct 2011



**Maj Gen Sandeep Singh, AVSM, SM, VSM**  
02 Oct 2011 - 24 Jul 2012



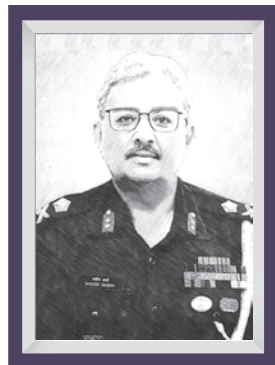
**Maj Gen N P Gadkari**  
25 Jul 2012 - 31 Jul 2013



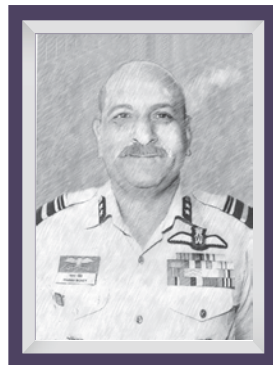
**AVM Rajeev Sachdeva**  
01 Aug 2013 - 23 Sep 2015



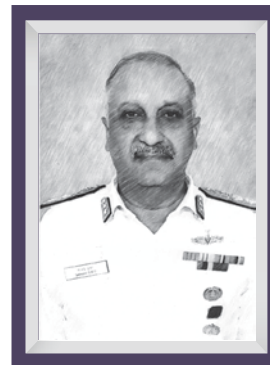
**RAdm D S Chouhan, NM**  
24 Sep 2015 - 31 Dec 2017



**Maj Gen Sandeep Sharma, AVSM, VSM, PhD**  
01 Jan 2018 - 30 Nov 2020



**AVM Pawan Mohey, VSM**  
01 Dec 2020 - 28 Dec 2021



**RAdm Sanjay Datt, VSM**  
19 Jan 2022 - 31 May 2024



**Maj Gen Harsh Chhibber, AVSM, VSM, PhD**  
01 June 2024 - To Date

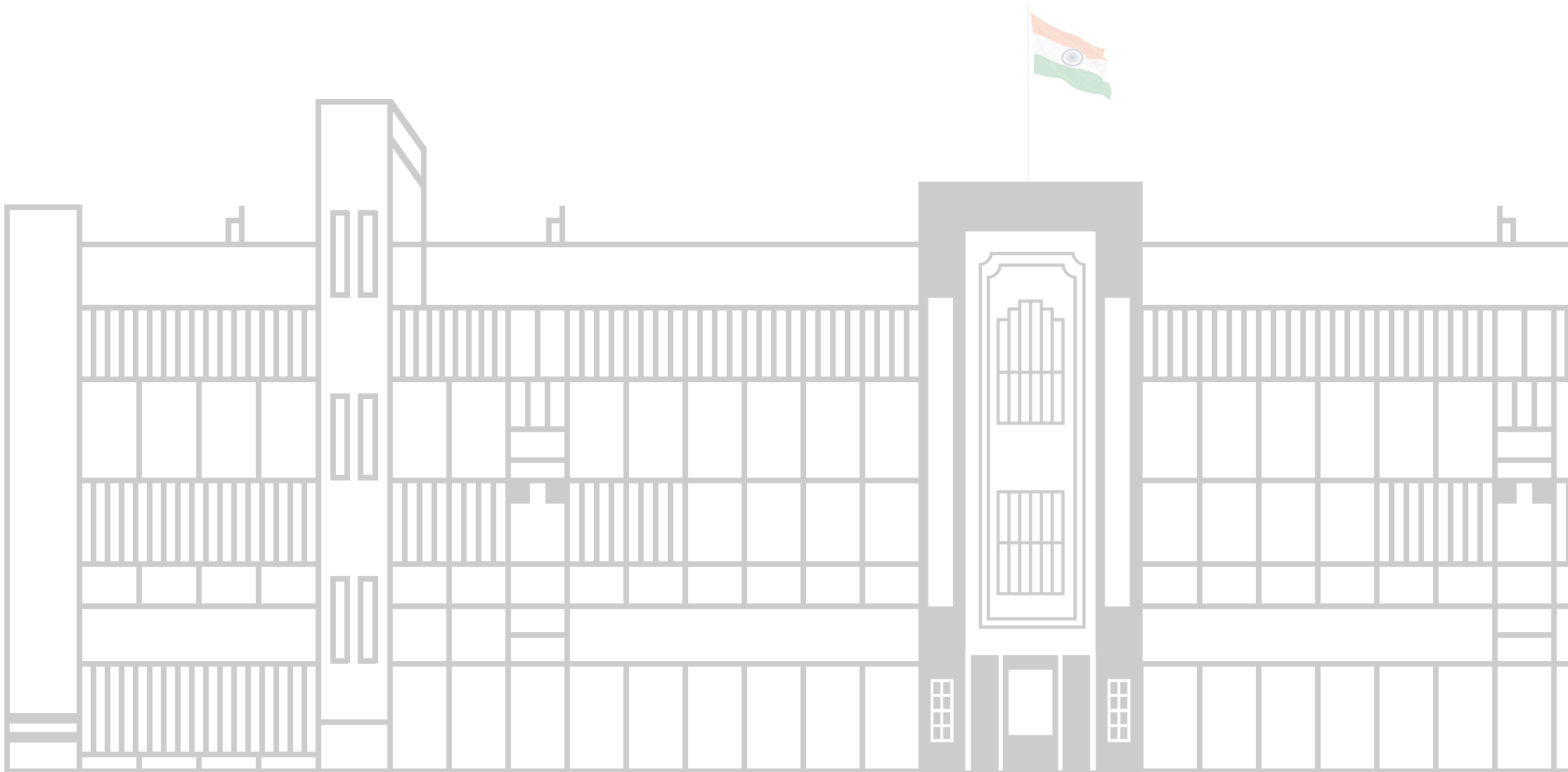




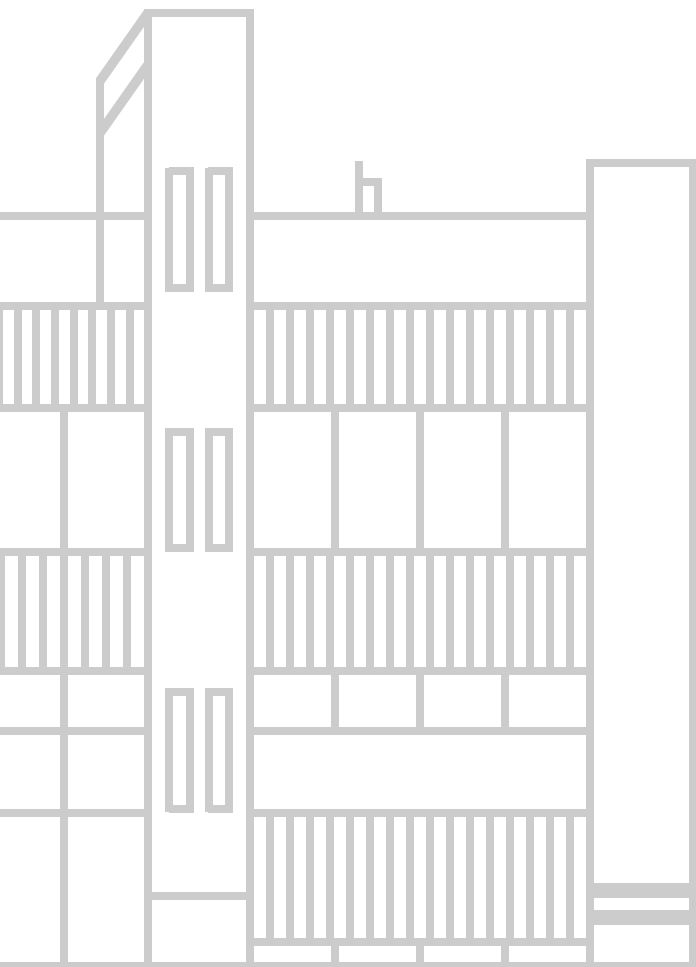


“Faith is of no avail in absence of strength. Faith and strength,  
both are essential to accomplish any great work.”

**- Sardar Vallabhbhai Patel**







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# Provenance

*Page.12*







*From the humble precincts at MCEME and old bungalows in Allenby lines (present day Army School), grew a tradition of strategic perspective, management thought and professional excellence.*





# The Beginning

The Indo-Pak War of 1965 established the need for military commanders to be equipped with higher defence management competencies; to marshal strategic acumen and operational art to achieve optimal synergy and telling effect.

The modern battlefield milieu of multi-domain combat, high velocity and lethality of war-waging, with large yet agile mission oriented forces, high cost weapon platforms and equipment but limited resources necessitated setting up of a Tri-Service Institution with core proficiency

in developing strategic thought through a scientific approach to higher defence management necessary to achieve victory.

Since modern defence management competencies could not be imparted by the then existing training infrastructure in the Armed Forces nor the faculty available in these; this unique Tri-S service Institution came into being as the Institute of Defence Management (IDM) on 07 July 1970.





Visit of Field Marshal SHEJ Manekshaw, MC



General (Later Field Marshal)  
SHEJ Manekshaw, MC visited  
IDM on 19 Dec 1970



Air Chief Marshal PC Lal, DFC  
visited IDM on 15 Jan 1971



Admiral SM Nanda visited IDM  
on 23 Jun 1972

# Tri-Service Patronage

The Institute of Defence Management was bestowed patronage, support and inspiration from the apex level in the initial year of its raising. The Chiefs of Army, Air and Naval Staff visited IDM between December 1970 and June 1972 in its humble premises in MCEME Secunderabad and Old Allenby Lines, Secunderabad; according impetus to the growth trajectory envisioned by the founding forebears.

# Milestones

1970-1975



## First Director

**05 Aug 1970:**  
Brigadier V Dhruva, AVSM appointed as the founder Director of Institute of Defence Management (IDM).



## Learning Portals

**1970:** IDM had a modest beginning operating out of three buildings in Military College of Electronics and Mechanical Engineering (MCEME) and five buildings in Allenby Lines (Present Army Public School Bolarum).



## First SDMC Course

**07 Dec 1970:**  
IDM started functioning with Senior Defence Management Course - 1 with total 45 participants (28 Army, 09 Air Force, 05 Navy and 03 Civilian).



## Establishment of IDM Officers' Mess

**14 Dec 1970**



## Visit of Air Chief

**15 Jan 1971:**  
Air Chief Marshal PC Lal, DFC was the first CAS to visit IDM.

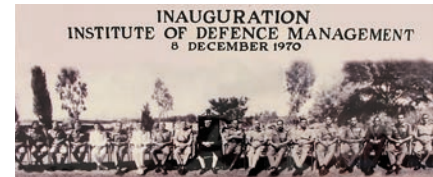
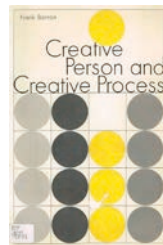


## Founding Faculty

**1970:** IDM was authorised a staff of 22 officers (One Brigadier, Four Colonels, 16 Lt Colonels and One Major) and 64 Support staff members.

## First Book

**26 Aug 1970:**  
The first book purchased for the library was 'Creative Person & Creative Process', authored by Frank Barron and published by Holt Rinehart and Winston in 1969. Cost : Rs 29.63/-



## The Inauguration

**08 Dec 1970:**  
IDM was inaugurated as part of MCEME by the Hon'ble Vice President of India, Shri GS Pathak .



## Visit of Army Chief

**19 Dec 1970:**  
General (Later Field Marshal) SHFJ Manekshaw, MC was the first COAS to visit IDM.





### First LDMC Course

**15 Mar 1971:**  
Long Defence Management Course (LDMC 1) attended by 44 participants commenced.



### First Visit of Naval Chief

**23 Jun 1972:**  
Admiral SM Nanda was the first CNS to visit IDM. participants commenced.

### First External Seminar

**Jun 1973:**  
IDM conducted its first Defence Management Seminar of six days duration, attended by 16 participants, at NDC New Delhi



### First Publication

**28 Jan 1974:**  
Inaugural Issue of Defence Management Journal, "Defence Manager" was published to provide a medium for IDM to share management thoughts and concepts with the external environment.



### First Naval Director

**27 Dec 1975:**  
Commodore HS Punia, who took over as the third Director, was the first Indian Navy officer to head IDM.



### First Tri-service Project Study

**13 Sep - 20 Oct 1971:**  
First tri-service Project Study on 'Organisation for Training' at INS Shivaji was undertaken.



### First IAF Director

**6 May 1973:**  
Air Cmde RJM Upot, AVSM took over from Brig Dhruva.

### First External Capsule Conducted

**Jun 1973:**  
First external Capsule was conducted by IDM in Jun 1973 at Defence Services Staff College.

### First International Participant

**1973:**  
International participant officers commenced attending courses of instruction at CDM. Major Baharuddin BK Che Dinn of Malaysian Army was the first foreign participant to attend SDMC at IDM.



### First Peace Establishment (PE)

**Mar 1974:**  
Authority to raise and staff the institute was formalism and Peace Establishment issued.

# Milestones

1976-1990

## First Defence Secretary to Visit IDM

26 Nov 1976:  
Shri DR Kohli visited IDM.

## First Annual Seminar

Oct 1976:  
IDM conducted the first Seminar "Management by Objectives" in its premises.



## First SDMC International Participant

Jun 1978:  
Col Murad Jaffar of the Malaysian Army was the first foreign officer to attend SDMC.

## First International Training Connect by IDM Faculty

May 1979:  
The Institute conducted its first Management Capsule abroad at Imperial Defence College, Baghdad, Iraq.



## First Foreign Delegation to IDM

May 1982:  
Iraqi Army delegation led by Brig Makhi Hamoudat visited IDM.

## Accreditation All India Management Association (AIMA)

Sep 1983:  
All India Management Association invited the College to become a cooperating member at par with the IIMs and ASCI.



## IDM to CDM

1985:  
IDM redesignated as College of Defence Management (CDM).

## LDMC Reconised as Advanced Management Course



Apr 1986:  
LDMC was recognised by AIMA as an Advanced Course of Instruction in Defence Management.

## First Visit of Raksha Mantri



16 Dec 1988:  
Shri KC Pant, Hon'ble Raksha Mantri visited CDM.



# Milestones

1991-2005

## CDM Affiliation with Osmania University



**14 Aug 1994:**  
MoU with Osmania University was signed to recognise LDMC for the award of the post-graduate degree of Master of Management Studies (MMS).



## Inauguration of new CDM Campus

**22 Apr 2001:**  
New CDM Campus was inaugurated by Maj Gen KC Padha, VSM, Commandant.

## LDMC to HDMC

**2005:**  
LDMC was redesignated as Higher Defence Management Course at par with Higher Command Courses of the three services.

## KLP Phase I

**21 Jul 1999:**  
The foundation stone for construction of KLP Phase-I of CDM was laid by General VP Malik, PVSM, AVSM (then COAS).



## Command & Control

**Sep 2004:**  
CDM was placed under HQ, Integrated Defence Staff Administrative & Technical Control.

## Second MoU with Osmania University

**25 Mar 2005:**  
CDM recognised to conduct programmes for award of Ph.D under 'Chair of Excellence' programme.



## HDMC -01



**13 Jun 2005 - 14 Apr 006**  
HDMC-1 conducted wef 13 June 2005 to 14 April 2006 with 93 participant (57 Army, 11 Navy, 22 Airforce, 3 Foreign Officers)

# Milestones

2006-2016



## First International Strategic Management Tour (ISMT)

**2006:**

CDM conducted the first ever ISMT to enrich the Strategic Management perspective of Participant Officers. Countries visited - Bhutan, Maldives, Sri Lanka, Singapore and Indonesia.



## International Project Management Association (IPMA) Membership

**14 Nov 2007:**

CDM became member of IPMA and a designated Training, Test / Certification Centre for Level 'C' and 'B' Project Managers.

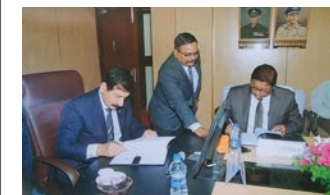
## Vivekananda Convention Centre (VCC)

**11 Apr 2011:**

VCC with a seating capacity of 200 was constructed in a record time of 8 months.



## MoU : Designated Research Centre for Ph.D Program in Defence Studies



**28 Jan 2014:**

MoU signed with Osmania University designating CDM as a National Research Centre for conduct of Ph.D Program.



## First Forward Area Tour (FAT)

**2007:** FAT conducted to orient Participants to operational dynamics and operational logistics / management challenges faced by field formations, stations, units and establishments of the three services.

## National Assessment & Accreditation Council (NAAC)



**06 Sep 2010:** CDM accredited grade 'A' with CGPA of 3.11 on a four point scale by the NAAC.

## Sekhon Block



**2012:** Single officers accommodation block, 'Sekhon' created to cater for increased training strength of 8 officeres.

## Self Awareness & Life Skill for Responsible Citizenship (SALSRC) Course



**2016:** Certificate Course on 'Social Awareness and Life Skills towards Responsible Citizenship' in collaboration with Osmania University was conceived in 2016.



# Milestones

2017-2024



## Ashwamedha Academic Block

27 May 2019:

Ultra-modern class rooms provide an ergonomic setup and a conducive IT enabled learning environment for Participant officers of HDMC.



## Unit Citation

11 May 2023:

Gen Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM awarded the Chief of Defence Staff Unit Citation for exemplary commitment to professional and academic excellence.



## DRIWE

2024: Aligning with the evolving contemporary world, the erstwhile SALSRC Course for spouses of participants was further refined and 9<sup>th</sup> Course onwards, it has been re-christened as DRIWE (Developing Responsible Citizens by Investing in Women Empowerment). With its increasing popularity and demand, it has been opened for spouses of officers posted in local units in Secunderabad and also for on-line participation.



## Heritage Hall

24 Aug 2019:

As a tribute to the rich institutional traditions, tri-service character and a professional prowess of CDM; a Heritage Hall was constructed in the Sardar Patel Block.



## Domain of Specialisation

2024: CDM was designated by HQ IDS to establish Domains of Specialisation in the fields of Indian Strategic Culture, Defence Export Promotion and Cyber Security.



## President's Colours

2024: During the first ever visit of the Hon'ble President of India to CDM, on 20 December 2024 President's Colours were awarded to the institution. A Monumental National Flag was also inaugurated.

# Presentation of President's Colours to CDM

20 December 2024

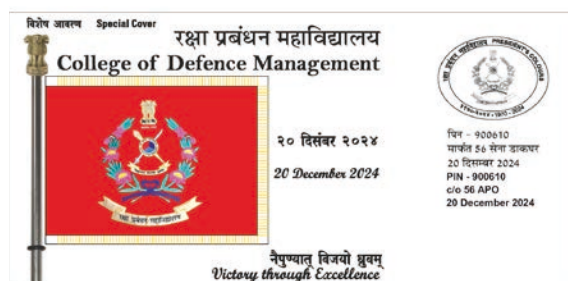






The President's Colours Award is the highest honour that can be bestowed upon any military unit of India. The presentation of the 'Nishaan' by the Supreme Commander of the Armed Forces of India is an acknowledgement of the unit's meritorious service to the nation.

20 Dec 2024 is a historic day in the evolution of the College of Defence Management. The College was awarded the President's Colours, the 'Nishaan', by the Hon'ble President of India, Smt. Droupadi Murmu. The event of presentation of the President's Colours was conducted in a flawless manner by Team CDM. The Hon'ble President also released the First Day Cover and the Commemorative Medallion on the occasion, immortalising this red-letter day in the history of the College. On this occasion, the Hon'ble Governor of Telangana, Shri Jishnu Dev Varma, released the CDM publication, "Pearls of Ancient Indian Wisdom, Revised Edition - Volume 1" and presented the first copy to the Hon'ble President of India. General Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, CDS interacted with Team CDM, and distinguished guests, including alumni. Commemorative mementos were presented to the dignitaries by Maj Gen Harsh Chhibber, AVSM, VSM, Commandant, CDM.



*First Day Cover*



*Commemorative Medallion & Memento*

**FACULTY MEMBERS AND STAFF WITH HON'BLE PRESIDENT OF INDIA  
SMT DROUPADI MURMU : 20 DEC 2025**



**ADDRESS BY THE HON'BLE PRESIDENT**



**MONUMENTAL NATIONAL FLAG INAUGURATION**





## RELEASE OF FIRST DAY COVER AND COMMEMORATIVE MEDALLION



*First day Cover and Commemorative Medallion released by the Hon'ble President of India*

## RELEASE OF PEARLS OF ANCIENT INDIAN WISDOM, REVISED EDITION - VOLUME 1



*"Pearls of Ancient Indian Wisdom, Revised Edition - Volume 1" released by the Hon'ble Governor of Telangana, Shri Jishnu Dev Varma and the first copy presented to the Hon'ble President of India*



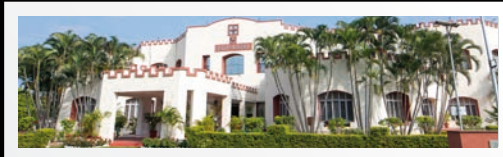
# Precinct



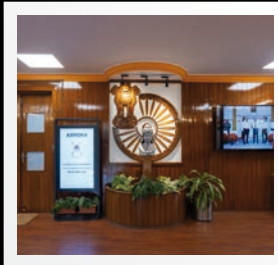




*Aryabhata IT Centre*



*Kalpvriksha Officers' Mess*



*Ashoka Hall*



*Vivekananda Convention Centre*



*Gandhi Block*



*Dhruva Residential Complex*





COLLEGE OF DEFENCE MANAGEMENT



SARDAR PATEL  
BLOCK



college of defence management

cdm



DM





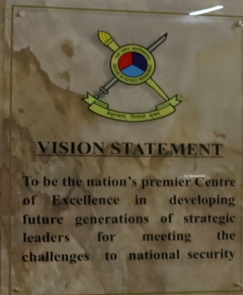
# Sardar Patel Block

The nerve centre of CDM, the Sardar Patel Block houses the Commandant's Office, Heritage Hall, Conference Halls – Latif and Sundarji, and offices of Directing and Administration Staff Officers. This block was given a facelift in 2022-23, with a rich modular look and refurbished office space.

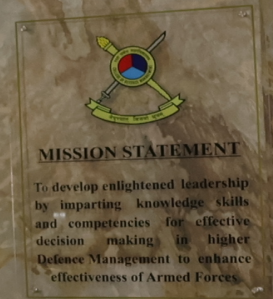
The essence of CDM, inclusive of its history, legacy, curriculum, affiliations, and organisational structure is on display in the foyer and the Heritage Hall. A visiting dignitary absorbs it all in one look, hearts of alumni swell with pride, and most visitors are awestruck by its magnificence.







MOHAN DAS  
KARAM CHAND GANDHI  
1869-1948  
"FATHER OF THE NATION"





# Gandhi Block

Named after the “Father of the Nation” this iconic complex comprises the ‘Vyas’ and ‘Chanakya’ lecture halls, ‘Pratap’ (Wargame Room), ‘Sanjay’ (Video Conference Room), ‘Mantrana’ (Wargaming Control Room), ‘Vedanta’ (Data Analytics Lab), ‘Viraat’ (Regional Strategic Studies Forum), Kurukshetra (Forum for India Strategic Culture) and a modern Facility Centre.









# Ashwamedha Block

The Ashwamedha block is a premier facility comprising state of the art training infrastructure. Naming the block “Ashwamedha” signifies the pursuit of leadership, excellence, and strategic dominance, inspired by the ancient and the most sacred “Vedic Ritual”. The training block comprises six divisions named after Field Marshal Sam Manekshaw, Field Marshal K. M. Cariappa, Admiral R. D. Katari, Admiral J. M. L. Pereira, Marshal of the Air Force Arjan Singh and Air Chief Marshal PC Lal. It also houses, an elegant lounge named ‘Anvikshiki’ where young minds brainstorm new ideas over a cup of coffee. The block fosters and honours the legacies of these esteemed military icons while preparing participants towards facing challenges in the contemporary and future military environment.









# Auditoriums

The College has two fully equipped auditoriums with state of the art display systems and modern acoustics. The auditoriums have been named after two of India's greatest legends, Samrat Ashoka and Swami Vivekananda.

With the total seating capacity of over 500, these auditoriums enable a modern and conducive environment for intellectual exchanges and leadership development through workshops, panel discussions, seminars and symposiums. The auditoriums over the years have been witness to a host of enlightening discourses from luminaries belonging to all walks of life.





A person who does not read good books,  
has no advantage over the one who cannot read them at all.

Be rest assured that if a book is here, it  
you know of a good book, it will definitely

CHILDREN  
BOOKS  
HOBBIES  
HINDI BOOKS  
SOCIAL SCIENCE

CULTURE  
GEOGRAPHY  
VALUES &  
RELIGION

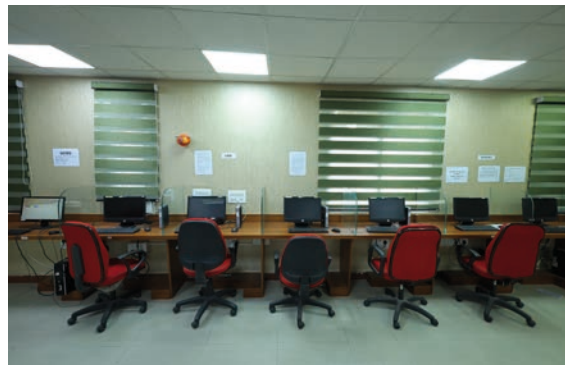
WHEN I WAS YOUNG, WE COULDN'T AFFORD MUCH. BUT, MY LIBRARY  
CARD WAS MY KEY TO THE WORLD. JOHN GOODMAN

THE WORLD IS FULL OF MAGICAL PLACES AND THE LIBRARY HAS ALWAYS  
BEEN ONE OF THEM FOR CHILDREN. JULIE ANDERSON



# Gen KV Krishna Rao Learning Resource Centre

Equipped with the latest publications, digital archives, and modern learning tools, the resource centre is a premier hub for advanced research, offering comprehensive resources on management, strategy, behavioural sciences, technology and leadership.





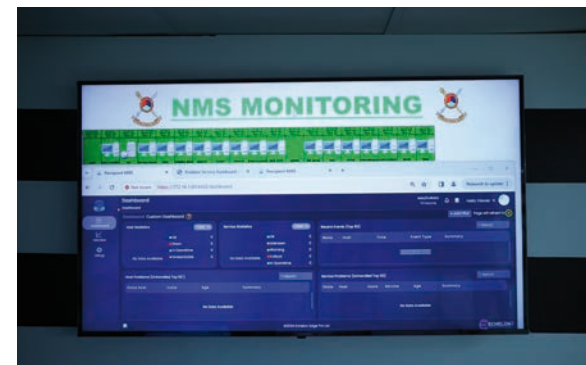
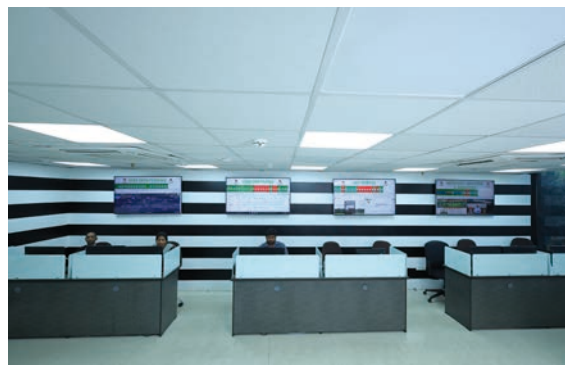
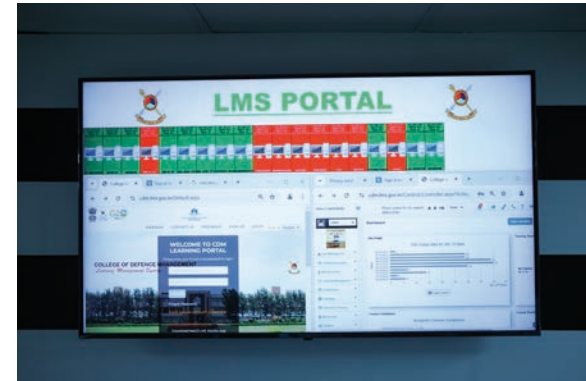


ARYABHATTA



# Arybhata IT Centre

The IT centre, named after the great Indian scholar Aryabhata, serves as the hub for all IT-related activities of the College. It is equipped with the latest computers, servers, modern networks, and monitoring systems, designed to link over 900 IT assets using Optical Fibre Cable (OFC). Aryabhata acts as the nerve centre of training and administration of the College through automation of all learning and administrative resources through the Campus Wide Network(CWN) and puts the College on the the National Knowledge Network through the college Learning Management System.









# Kalpavriksha Officers' Mess

The CDM Officers' Mess, is aptly named 'Kalpavriksha' - the wish-fulfilling divine tree in ancient Indian mythology. Fully air-conditioned, it provides multiple facilities, including dining, fitness, and recreation. The Officers' Mess comprises a spacious dining hall, a party room (Atithi), Ante Room and Bar (Hydar Hall), a well-equipped gymnasium, squash court, tennis court and a swimming pool.

The single officers' accommodation complex comprises the 'Sekhon Block', 'Vikram Batra Block' and 'Manoj Pandey Block'; each named in honour of the brave Param Vir Chakra awardees, and a guest room complex 'Swarg' (literally heaven) .



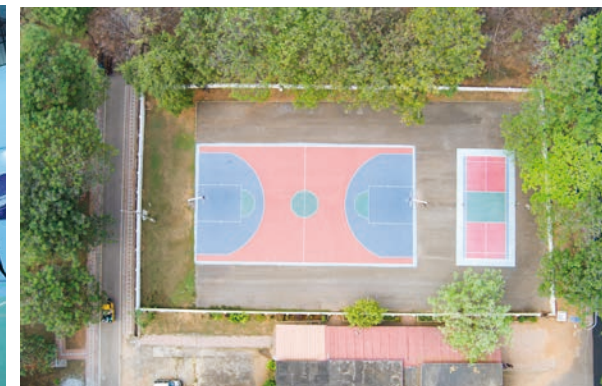






# Dhruva Complex

Named after the founding Director, 'Dhruva Enclave' is an exclusive married officers' residential colony. Away from the noise and pollution of the city, yet close to the College, this campus was constructed in two phases from 1988 to 2003. It has 76 dwelling units. In 2025 to meet the requirement of expanded course strength, 'Dhruva Retreat', comprising multi-storey 48 dwelling units, was added to the 'Dhruva Complex'. The complex has a well equipped gym, football field, modern basketball courts, squash courts, tennis courts, badminton courts and yoga zone .



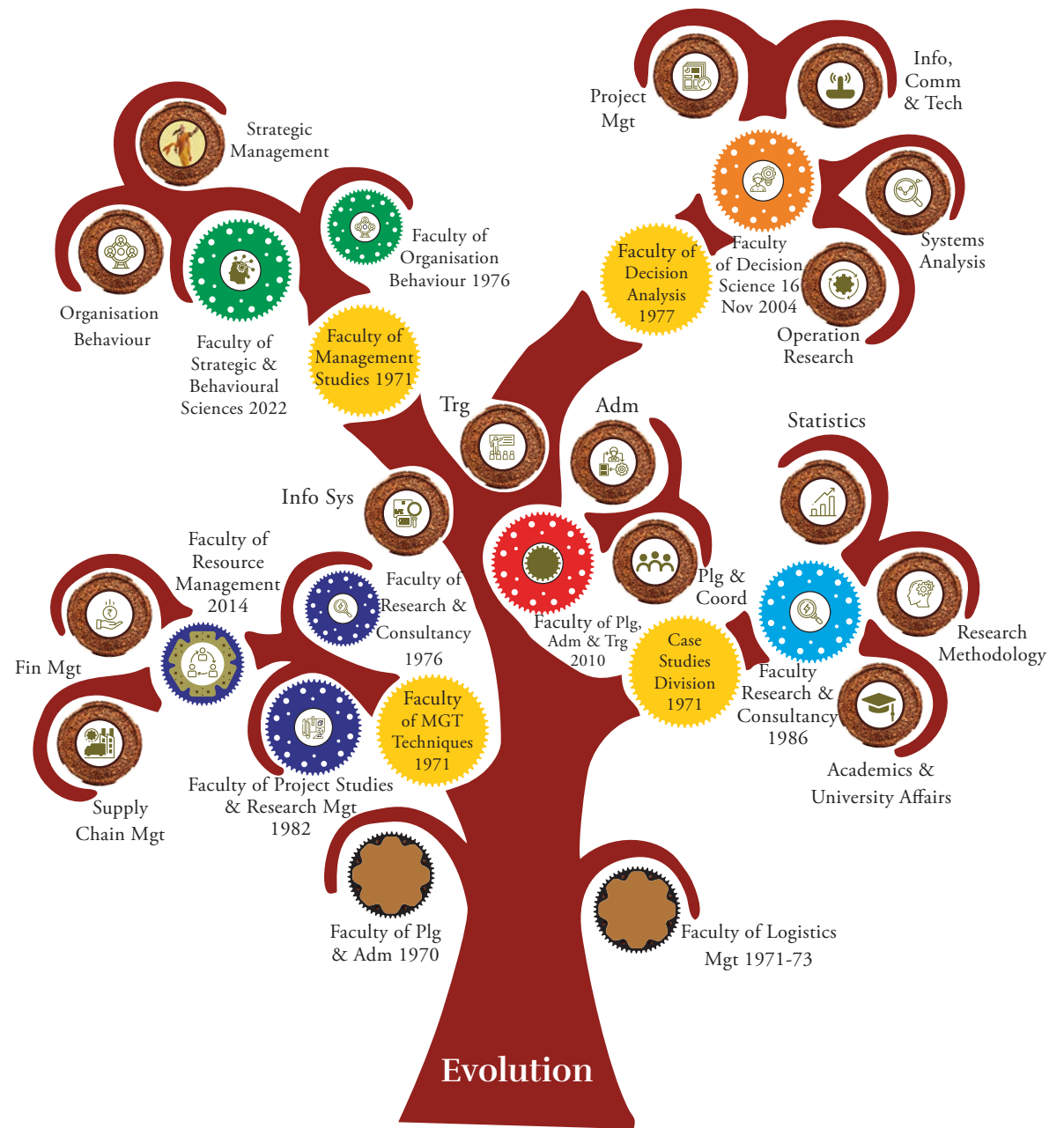


# Organogram

## The Ashwattha Tree Takes Root

“The eternal tree of wisdom and dynamic change; one which has neither a beginning nor an end nor is it stationary.... Whose branches are nourished by ‘Gunas’, whose leaves embody ‘Gyana’ and whose infinite roots spread as ‘Karma’ in the human world which though strong, must be pruned by ‘Vipassana’ to seek true knowledge from where there is no return.”

-Bhagvad Gita Chapter XV, Verse 1-4





# Faculties

The College is organised into four teaching faculties and with one central Planning, Administration & Training (PAT) Faculty acting as the coordination, support and control hub. Each faculty is headed by a Head of Faculty (Brigadier / equivalent). The teaching faculties have their intrinsic academically aligned departments, with Heads of Departments (Colonels / equivalent) responsible for syllabus refinement, content organisation and andragogy. All faculties are a Tri-service mix of Directing Staff selected based on their academic orientation and instructional ability.





# Faculty of Planning, Administration & Training



Raised in 1970 as the Faculty of Personnel and Administration, this vital nerve centre of CDM has over the years evolved into the Faculty of Planning, Administration and Training. The key charter of the faculty involves Planning and Coordination of Training, all aspects of Administration and Coordination with internal and external stakeholders.

The Faculty is responsible for academic outreach, collaborations and connects with institutes of higher learning, both Nationally and Internationally.

Through the Department of Information Systems; FPAT ensures sustained operation, maintenance and contemporary upgrades to a robust, high-tech IT infrastructure and virtual learning environment. The faculty plans, coordinates and conducts all visits, inspections and professional military education as well as extra curricular events at CDM.



Almanac | Course Roll Out | Scheduling | Personnel Management | Budgeting  
Accommodation | Seminars and Symposia | Project Studies | Guest Lectures  
External Connect | FAT/ MET/ ISMT | Extra curricular activities  
Foreign Participant Cell | Administration & HR | Projects  
On-boarding of Participants | Infrastructure development



# Faculty of Strategic Studies & Behavioural Sciences



The Faculty was raised as the Faculty of Management Studies in Aug 70. It was re-designated as the Faculty of Organisational Behaviour (FOB) in 1976 and as Faculty of Behavioural Sciences (FBS) on 16 Nov 04. The faculty was renamed as Faculty of Strategic Studies and Behavioural Sciences (FSBS) in the year 2022. The departments functioning under the Faculty include the Department of Organisational Behaviour and the Department of Strategic Management.



## Department of Strategic Management

Aim of this department is to enable Participants to grasp the nuances of Strategic Management and enable them in formulating a holistic National Security & Military Strategy and Integrated Capability Development Plan as well as gain insights in Operational Art and practice it through a tri-services wargame.

**Comprehensive Assessment for Security Strategies (COMPASS)|  
Integrated Capability Development Plan (ICDP)|  
Strategic Assessments | Operational Art | Perspective Planning**



## Department of Organisational Behaviour & Organisational Development

The department specialises in Organizational Behaviour and Development in the context of military organisations and structures. It helps participant officers understand leadership principles and enhance their own individual potential through application of traditional and modern leadership concepts. It also enables participant officers to understand organisational development processes and effectively contribute to augment organisational effectiveness.

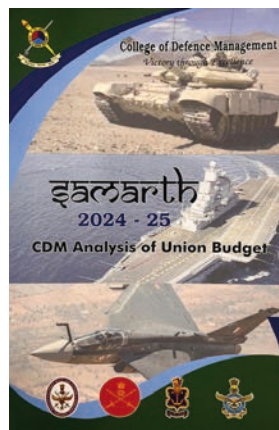
**Leadership Training and Military Leadership | Understanding of Human Behaviour | Leadership and Management | Effective Decision Making  
Organisational Effectiveness**



# Faculty of Resource Management



The Faculty of Resource Management was set up as Faculty of Management Techniques in 1974. Subsequently it was re-designated as Faculty of Research and Consultancy in 1976. In 1982, after introduction of Resource Management as a subject, the Faculty was renamed as Faculty of Project Studies and Resource Management. Finally, the faculty was named as Faculty of Resource Management (FRM) in 2014. Today, the Faculty imparts training in the field of Resource Management to senior officers of the three services through the departments of Financial Management and Supply Chain Management.



## Department of Financial Management

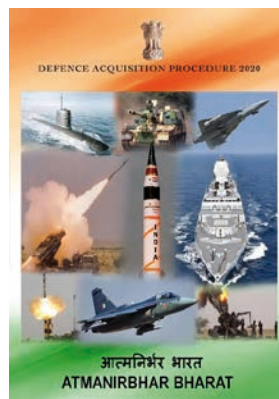
This Department acquaints Participant Officers with the concepts of economics and financial management and their application in the Armed Forces especially in the areas of defence economics, financial planning, budgeting, costing and controlling.

**Micro and Macro Economics | Defence Economics & Funding  
Financial Accounting | Project Evaluation and Budgeting |  
Defence Finance Organisations**



## Department of Supply Chain Management

The Department gives an exposure to Supply Chain Management concepts and contemporary value chain philosophies with their applicability to the Armed Forces for maintaining optimal logistics stamina across the spectrum of military operations and promoting self reliance through the 'Atmanirbharat Mission'.



**Supply Chain Concepts | General Staff Qualitative Requirements  
Defence Acquisition Procedure | Revenue Procurements  
Life Cycle Management**



# Faculty of Decision Sciences



Initially, Decision Science disciplines were taught in the Faculty of Management Studies/Techniques. Over the years, these were consolidated, and the Faculty of Decision Analysis was established in Aug 1977. This faculty was renamed Faculty of Decision Sciences on 16 Nov 2004. Objectives of this Faculty are to enhance decision making capabilities using quantitative tools and techniques. The faculty includes the departments of Operations Research, Systems Analysis, Information and Communication Technology and Project Management.



## Operations Research & Systems Analysis

To enhance decision making by enabling participants with quantitative tools and techniques for effective planning, decision making and execution of operations and logistics in an integrated services environment .

To inculcate Systems Thinking and develop an in-depth understanding of Systems Approach and its application for problem solving and decision making.

Fundamentals of Operations Research | Decision Support Tools | Simulation and Forecasting | Systems Thinking  
Systems Dynamics | Soft Systems Methodology

## ICT & Project Management

To enable Participants to gain knowledge about application of information and communication technology towards better efficiency at all levels as well as study latest trends and their implication on future warfare.

Develop and use networks in scheduling, monitoring and controlling of projects and plans by exploiting Project Management software enabling participants to effectively lead projects in future assignments.

Emerging Technologies | Data Analytics | Data Visualisation  
Exposure to Softwares | Project Management



# Faculty of Research and Consultancy



The faculty was set up in 1986 and has evolved over a period of time. FRC is engaged in undertaking research work in the field of Defence Management. The objectives of the faculty are to act as the nodal agency for defence management research and provide consultancy services, and develop comprehensive & contemporary content in Research Methodology and Managerial Statistics.



## Managerial Statistics

It provides an exposure to the Participants to the subject of Managerial Statistics to include methods of collecting, analysing, interpreting and presenting data and the techniques of collection of samples, ways to test hypothesis as well as learn various data analytical techniques like regression and correlation analysis to assist in better decision making.

**Fundamentals of Statistics | Sampling Theory | Probability and Probability Distributions | Regression and Trend Analysis | Data Representation**



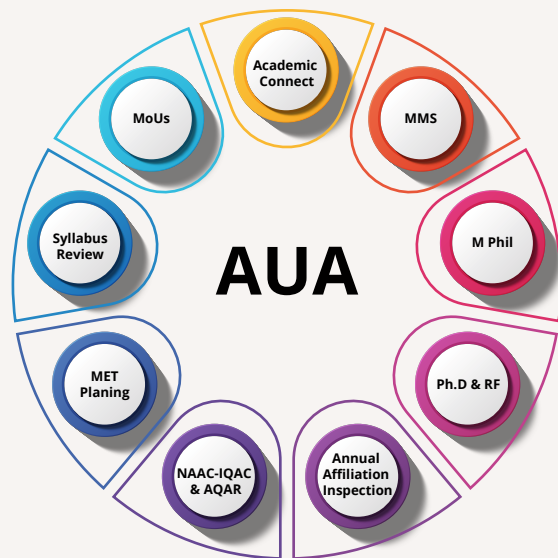
## Research Methodology

The department imparts teaching on various steps of the research process including review of literature, hypothesis formulation, building reliable and accurate survey instruments, use of a mix of quantitative and qualitative research techniques, data analysis, report writing and presentation.

**Research Strategy | Literature Review | Data and data Analysis | Questionnaire Design | Interview Techniques Research Design | Applied Research | Mixed Method Research**



# Academics and University Affairs



The Academic and University Affairs (AUA) department of CDM is a critical component of the College which deals with all facets related to the award of Master of Management Studies (MMS) degree to the participant officers of HDMC in coordination with Osmania University (OU). The department is also the nodal agency of all Memorandum of Understandings (MoUs) with other institutions & external agencies. The accreditation of the College with various regulatory bodies is an important part of the charter.



Masters in Management Studies – Osmania University |  
Research Scholars | Academic Outreach | Chair of Excellence PhD Programme



# Andragogy

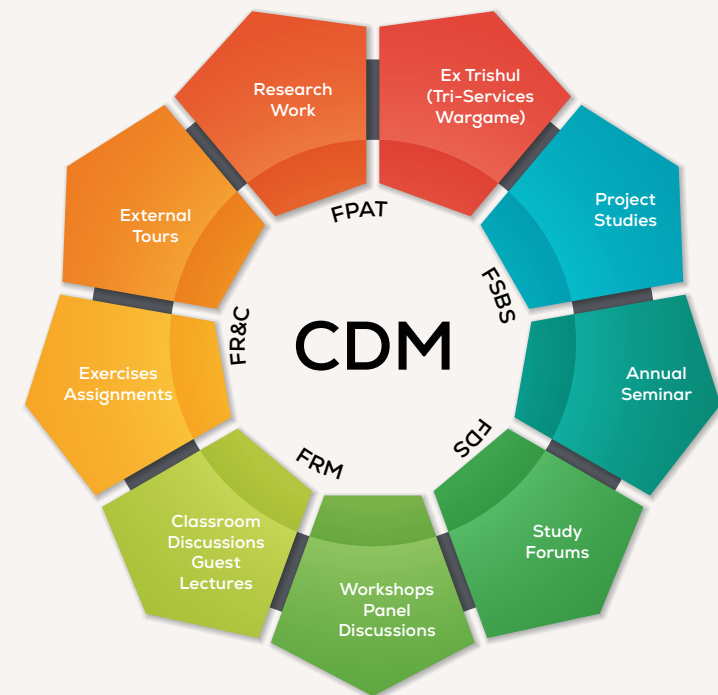






# 360° Curriculum

The College andragogy comprises a comprehensive and ubiquitous curriculum that seeks to shape officers into well rounded and empowered strategic leaders. This is achieved through a 360 degree regimen comprising classroom discussions, guest lectures, national and international tours, external connects, exercises, project studies and study forums that define a highly evolved and productive form of academic rigour.





# Courses Offered

The College conducts various on-campus programs designed for enhancing specialised management skills across different ranks. These courses focus on strategic planning, leadership, and efficient resource management.

- » Higher Defence Management Course (HDMC) – 44 Weeks
- » Senior Defence Management Course (SDMC) – 4 Weeks
- » Defence Management Course (DMC) – 2 Weeks
- » Management Development Programme – 1 or 2 Weeks

The college also offers 8 Management Development Programs of short duration.

- » Comprehensive Assessment for Security Strategies (COMPASS)
- » Project Management
- » Defence Acquisition Management
- » Big Data and Visual Analytics
- » Organisational Behaviour
- » Resource Management
- » Operations Research and System Analysis
- » Research Methodology





# Schemes for Foreign Participants

At the College of Defence Management, the ITEC (Indian Technical and Economic Cooperation) scheme along with the Self Financing and Special Aid Programme under Ministry of External Affairs offer tailored training for international defence personnel from Friendly Foreign Countries, fostering capacity building and strategic collaboration. The schemes supports defence education and development projects, enhancing diplomatic ties and knowledge exchange between India and partner nations. 631 officers of 55 countries have been our illustrious alumni till 2024.



## Self Finance Scheme

Scheme under MEA - GoI

## Special Aid Programme

Scheme under MEA - GoI





Leadership

સુપર

મુલકન રાખે

દરબર

સુપર તૈયાર

management

accounting

finance

વેલ્યાર



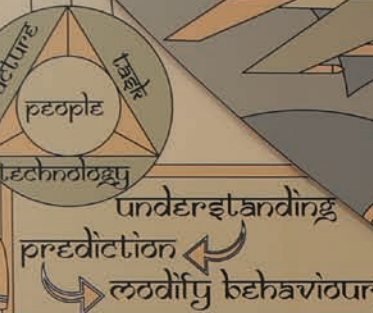
સરકાર

સરકાર  
methodology

project management

budget

સરકારો planning



supply

સરકાર

polity

people

fighting

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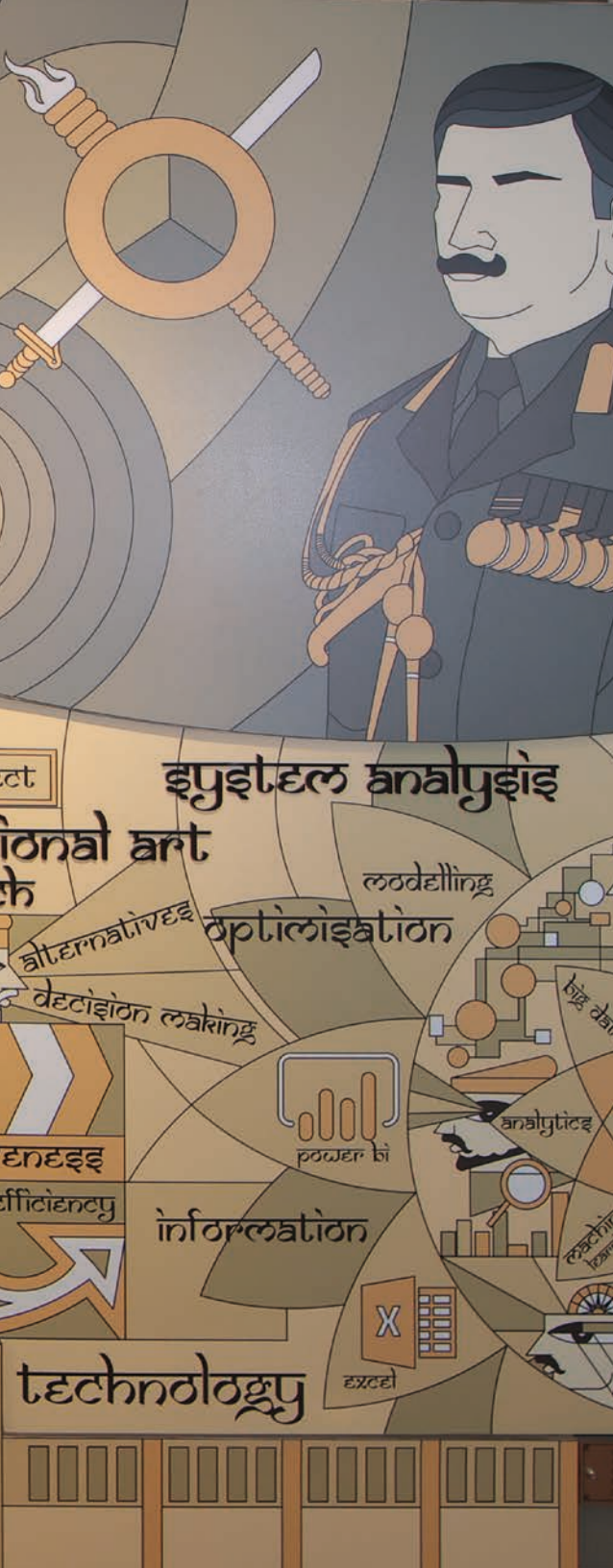
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# Making of A Strategic Leader

Higher Defence Management Course(HDMC) is the flagship Course of CDM. It is a residential course of 44 weeks duration attended by selected officers of the rank of Colonels in the Army and their equivalent in the Navy, Air Force, Coast Guard and civilian officers from the MoD. Vacancies are also allotted to officers from friendly foreign countries.

The Course is designed to equip officers with strategic leadership skills. It focuses on enhancing decision-making capabilities, leadership techniques, and management competencies for application in an integrated defence environment. The Course covers areas like strategic planning, resource management and joint warfare concepts, aligning with national security objectives. By fostering critical thinking and innovative problem solving, HDMC prepares military officers to assume higher-level strategic roles in the Armed Forces.

ACADEMIC RIGOUR | MANAGEMENT COMPETENCE  
STRATEGIC PERSPECTIVE | LEADERSHIP ROLE



# Student Profile & Diversity

Participants at CDM come from various arms and services of the Indian Armed Forces, as well as officers from Friendly Foreign Countries. They possess diverse academic profile and service experience, typically ranging from mid to senior leadership roles, ensuring a broad exchange of operational and management expertise.



## Experience

Should have commanded an independent unit.



## Service

17-22 Years



## Qualifications

PhD, M Tech, MBA,  
MSc, MEd, MBBS,  
B Tech, BSc, BA



## Achievements

A deep selection process to nominate officers likely to tenant higher assignments in future.



## Nationality & Cultural

Representation of all Friendly Foreign Countries



## HDMC-20 (29 May 2024 - 29 March 2025)





# Academic Rigour

CDM has earned for itself the reputation of being an Institution of Excellence for Higher Defence Management, at national and international level. The curriculum is dynamic and management programmes are updated regularly to meet the contemporary demands of the Indian Armed Forces.



Discussions | Guest lectures | Tours | Workshops | Seminars | Study Forums | Exercises



# Classrooms Discussions

The classroom in CDM is a place of intense learning. The culture of the College permits free & unimpeded flow of knowledge, thoughts and views. This is accentuated by the unique yet special relation between instructors & participants that translates into discussions of the highest quality on an equal platform.





# Guest Lectures

The widening of horizons happens in the halls of Ashoka & VCC where eminent experts, luminaries, both from within & outside the military domain, interact & enlighten the participants on a range of subjects that few military institutions can boast of.





# CDM Annual Seminar

CDM Annual Seminar is the apogee of all learning at the College. Conducted towards the end of the course, the Seminar is an event of tremendous gravitas, value and relevance.



## Themes

- » “2015-16 - Geo Strategic Shift of Global Centre of Gravity”
- » “2016-17 - Leveraging Defence Expenditure as Tool for Nation Building”
- » 2017-18 - Military Effectiveness in India
- » “2020-21 - Transformation Imperatives for the Indian Armed Forces”
- » “2021-22 - Indian Ancient Knowledge System: Relevance & Applicability”
- » “2022-23 - Emerging Great Power Rivalry – Strategic Imperatives for India”
- » “2023-24 - India @2047 : Envisioning Economy, Society and Security”
- » 2024-25 - Developing Military Strategic Authentic Leaders (MISAL) - Reimagining Concepts and Strategies





College of Defence Management

# DEFENCE AND SPACE SYMPOSIUM

27-28 Dec 2024

Defence & Space Startups

A Microcosm of India's Atmanirbhar Future







# Space & Defence Industry Symposium

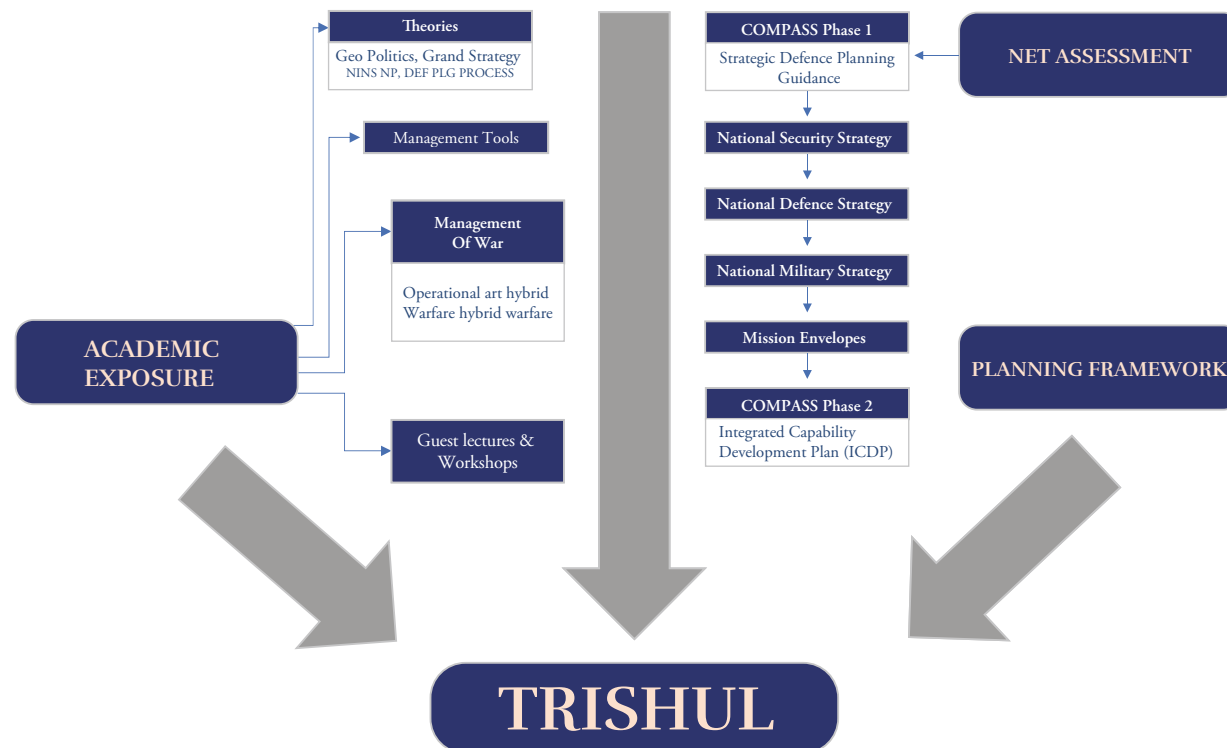
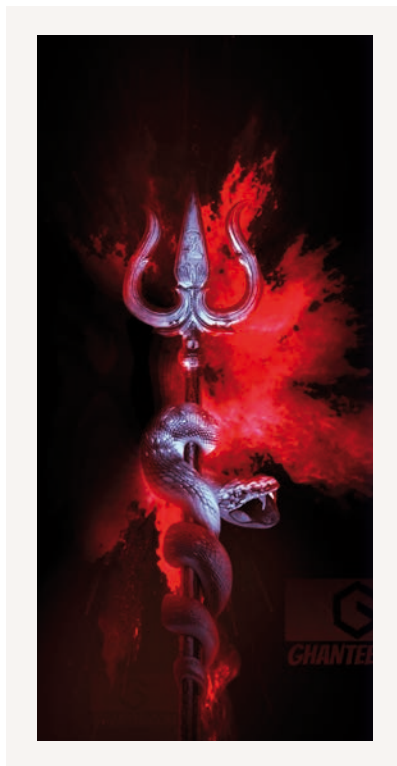
Space & Defence Industry Symposium showcases the latest development in these fields and in the process exposes Participants to emerging technologies and concepts in the field of Space & Defence Technology. The symposium provides common platform to experts from defence, R&D agencies, government bodies, industry representatives as well as for startups to demonstrate their products in the exhibitions organised on relevant themes.





# Ex Trishul

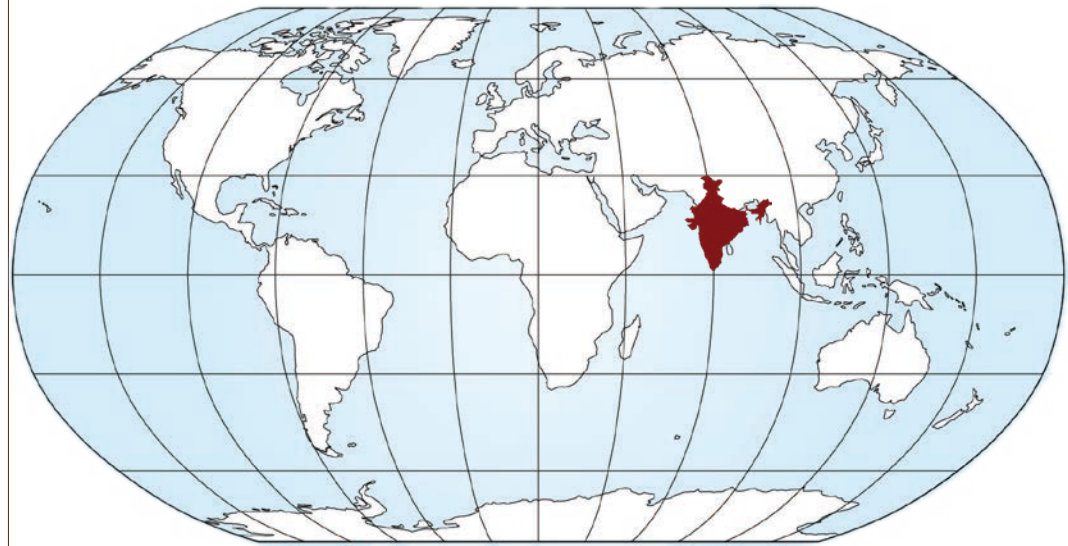
Ex Trishul is a tri-service, theatre level, semi-controlled war game conducted for Higher Defence Management Course. The Exercise covers aspects of Grey Zone to full scale War at the geo-strategic, military strategic, theatre strategic as well as at the operational level. The wargame aims to practice Participants in the application of Operational Art, in formulating Campaign Plans to achieve desired Military End State at various levels of war and the incorporated application of management concepts and techniques including various Decision Support Tools to enable commanders to take informed decisions under conditions of risk and uncertainty. The exercise aims to enable Participants acquire a strategic and operational level understanding of joint planning and execution of integrated offensive and defensive operations across all domains.





# Comprehensive Assessment For Security Strategies (COMPASS)

- » Net Assessment of Nation States
- » National Security Strategies
- » National Defence Strategies
- » National Military Objectives
- » Military Security Strategies
- » Strategic Defence Planning Guidance
- » Integrated Capability Development Plan



*A CDM framework to formulate National Security Strategy and Military Capability Development Plan*



# Project Studies

Project studies are a vital element in the HDMC curriculum; to synthesise all knowledge gained during the course. Besides exposing Participants to real world applications and problem solving, HDMC courses have on a countless occasions produced seminal studies, many of which have resulted in strategic decisions and policy formulation.

To identify, analyse and recommend specific solutions to live problems faced

Research & application of management tools

Provide systemic and pragmatic solutions



## 498 Studies

### Project Studies Sponsors

*National Security Council Secretariat | Integrated HQ of MoD (Army/Navy/Air Force) | Field Formations | Government Bodies*



# Datathon

Datathon is a recent initiative of the CDM with the aim of proliferating the culture of decision making based on data analytics and to identify effective ways of analysing data to improve the accuracy and speed of decision making. The Datathon has witnessed increased participation and demonstrated capabilities of our in-house expertise in units / formation of the Armed Forces in a pan Armed Forces data analytics competition.



## Datathon Objectives

To enable data driven decisions through predictive and prescriptive analysis

To infuse data centric culture across all Services

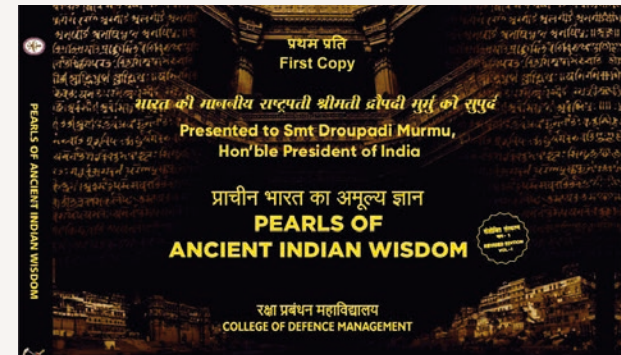
To empower military commanders and staff in field formations

To offer better and deeper operational and administrative insights based on data



# Domains of Specialisation

CDM has been designated as a Centre to establish Domains of Specialisation in the fields of Indian Strategic Culture, Defence Export Promotion & Cyber Domain. The College with its pool of knowledge and intellectual capital is collaborating with other institutions of repute and subject matter experts to provide research and consultancy in these domains.



*Policy for Defence Exports*



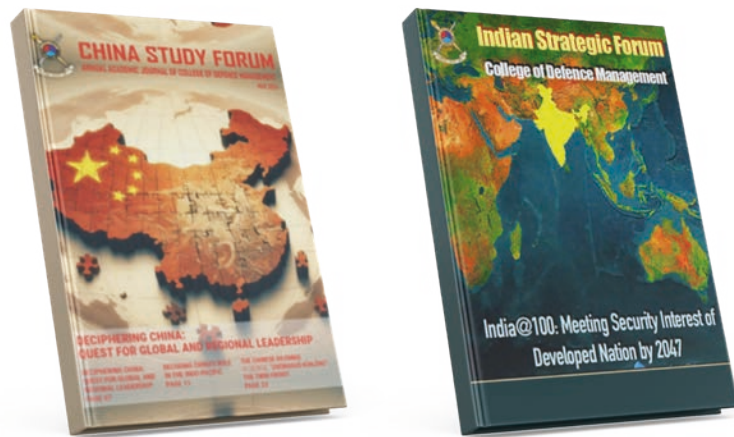
*Cyber Domain*



*Strategic Culture of India*



# Study Forums



*CORNSS : China & Other Regional  
Neighbourhood Strategic Studies*



*FISCT : Forum on Indian  
Strategic Culture and Thought*



*Mil Analytics Club*



# CDM Defence Startup Mentorship Programme



AI based EO/IR Payload : Hostile Target detection	
Tethered/Untethered Option available	
Feature	Description
Camera	Dual Stabilized EO-IR
Weight	640g
Zoom	X80
Thermal resolution	1280x720
Streaming	1080P HD



CDM in partnership with IIT, Hyderabad and its Technology Incubation Centre participates in the Acclimatization Boot Camp for Defence, an initiative that seeks to scout and nurture budding startups towards better aligning them for defence use cases. CDM is the knowledge partner for the initiative and has been harnessing its rich repository of knowledge and experience to mentor young startups and bridge the gap between what the Armed Forces require and what the Startups offer.



# External Linkages



## International Connects



Uzbekistan Armed Forces Academy



National Defence College, Sri Lanka



Eisenhower School, USA



*Net Assessment Capsules, & Projects  
for LBSNAA, NSCS*

Level 'A', 'B', 'C' & 'D'



*IIMs & BITS Faculty Exchange*



*Faculty Development Programme (FDP) &  
Management Development Programme (MDP)*



*Eisenhower School (US),  
Defence Acquisition University (US) &  
School of Advanced Warfighting (US)*



*NDC, Sri Lanka*



*Uzbekistan Armed Forces Academy*



# Forward Area Tour

The Forward Area Tour (FAT) aims to expose Participants to the nuances of operations at the functional level providing the future strategic leaders, insights into the operational philosophy of the current strategic leaders. FAT also channelizes their thinking towards application of tools & techniques as also the identification of areas for problem solving while fostering jointmanship.





# Management Education Tour

The Management Education Tour (MET) is a unique training activity endemic to the CDM. MET facilitates interactions of Participants with top management functionaries of reputed business houses & PSUs. The tour effectively 'Closes the Loop' between theory & practice and acquaints Participants with the latest techniques & procedures prevalent in the world of management. This enhances understanding of concepts and identification of takeaways for application in the Armed Forces.

- Gurgaon
- Ahmedabad
- Hyderabad
- Mumbai
- Pune
- Chandigarh
- Bangalore
- Chennai
- Kochi
- Kolkata





## Global Foot Print





# International Strategic Management Tour

International Strategic Management Tour (ISMT) is not just a College level activity but a beacon of military diplomacy & the projection of India's Soft Power. The tour broadens Participants' perspectives XXX facilitating exchange of ideas, best practices & reciprocal convergence while establishing academic connect. ISMT also carries forward the message of peace and universal friendship "Vasudev Kutumbakam".



*Net Assessment / Mil Diplomacy / Establish Academic Connects / Exposure to Mil-tech-industry / Best Practices / Reciprocal Convergences*



# Discover India Tour

History – Culture – Tradition



Discovering Incredible India: *An unforgettable experience for the international participants of CDM*



# Off-Campus Connect



## Net Assessment & ICDP Workshops

LBSNAA | AWC, Mhow | NWC, Goa | CAW, Hyderabad | HQ IDS (DA Designates)

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## Management Capsules in various competencies

AWC, Mhow | NWC, Goa | CAW, Hyderabad | AMC, Lucknow

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DSSC, Wellington | TSOC, MILIT | CMM, Jabalpur | NISA, Hyd | MO Br, IHQ Army

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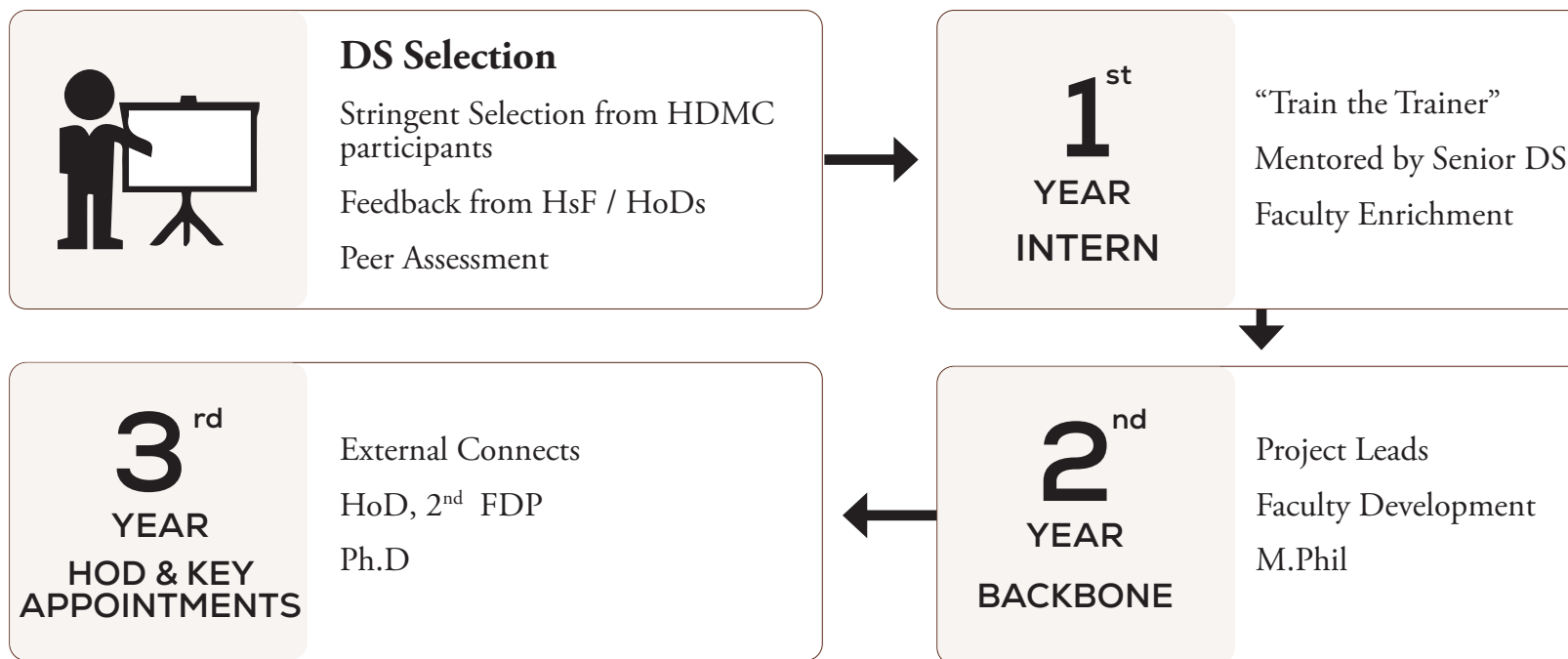


NDA, Pune | OTA, Chennai | AFAC, Coimbatore | AFA, Hyd

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# Faculty Exchange & Empowerment Strategy



## BEST PRACTICES

DS Prayers | Case Based Exercises | Inquiry/ Activity Based Learning | Training Handouts & AV Modules | Online Monitoring | Edu-Tech Infusion



# Faculty Development



## IIM, Kolkata

Hands on Analytics for Young Professionals  
Business Analytics for Strategic and  
Tactical Level Decision Making

## IIM, Lucknow

Leadership Development

## IIM, Bangalore

Project, Programme & Portfolio Management  
From Data to Decisions

## IIM, Ahmedabad

Big Data analytics  
Practice of Management Science and Analytics  
Design Thinking

## NIT, Trichy

Quantitative Analysis in Management and Social  
Science

## IIT Mumbai

## IIT Hyderabad

Quantitative Analysis in Management and Social  
Science

## Gujarat Indic University

## ISB, Hyderabad



# Esprit-de-Corps



*DRIWE: Developing Responsible Citizens by Investing in Women Empowerment*



**EGC (Ecology Green Initiatives and Conservation of Nature) Club:**  
*Responsible Citizenry – Nature Awareness – Hobby Development*





*Purple pacers : CDM's own running community – Fitness, one pace at a time*



*Tricyclers : The “Pedallers” of CDM – Pedaling their way to a fit mind and a fit body*



# Developing Responsible Citizens by Investing in Women Empowerment



DRIWE is a novel initiative of CDM to empower spouses of officers by providing them with a platform to achieve their best as responsible citizens through self & social awareness, life skills and empowerment. This course is a formal certificate programme conducted in collaboration with Osmania University







To enable the participant ladies to influence & shape the social environment in services.



Empower participants through enhanced awareness on cyber security, financial & legal matters.



Enhance self awareness and life skills essential for changing social needs.



Enhance social awareness including leveraging Corporate Social Responsibilities (CSR) in their areas of influence.



*Compendium of Research Work undertaken by participants of DRIWE*



# Ecology Green Initiatives and Conservation of Nature Club



Ecology, Green Initiatives and Conservation of Nature (EGC) club functions as an integral part of CDM. The purpose of the club is to educate, motivate and inculcate a sense of attachment with nature amongst the young eco warriors of CDM while concurrently promoting Green Initiatives towards a more sustainable future.







# Sports

“All work and no play makes Jack a dull boy”. CDM, in full recognition of this proverb, has a host of state-of-the-art sports facilities which provide avenues for amateurs and professionals alike. The College in addition to academics also conducts a number of competitions and tournaments promoting team-building, physical fitness and positive competitive spirit.









# Purple Pacers



Purple Pacers is the vibrant and energetic running club of the College that brings together runners of all ages and abilities with a shared passion for fitness, fun and the run. The club embodies the “Purple” spirit where everyone is encouraged to push their limits while enjoying the camaraderie of fellow runners. With a spirit of perseverance and positivity, Purple Pacers inspires its members to stay active and live a healthy lifestyle, one stride at a time!





# Purple Pedallers

Purple-Pedallers Club is CDM's dynamic cycling community that brings together cycling enthusiasts of all skill levels, from casual riders to seasoned cyclists. The club is all about the joy of riding, exploring new routes, and staying fit while building friendships along the way and fostering a sense of teamwork and shared accomplishment. Inspired by the spirit of Jointmanship, the Tricyclers Club offers a supportive and fun environment for all cyclists to enjoy the ride and improve their skills.





# Community Sponsorship Programme for International Participants

The Community Sponsorship Program of CDM is a novel initiative on part of the College to provide international participants with a first-hand feel of Indian culture, values and hospitality. The initiative seeks to connect the CDM alumni veterans with the international participants thereby delivering a unique rich experience of cultural diversity through interactions and exchanges between the Community Sponsor Officers (CSO) and the International Participant (IP). The sponsor – participant interaction creates many indelible memories that are cherished by sponsor and participant alike.



*Hospitality – The Indian Way*



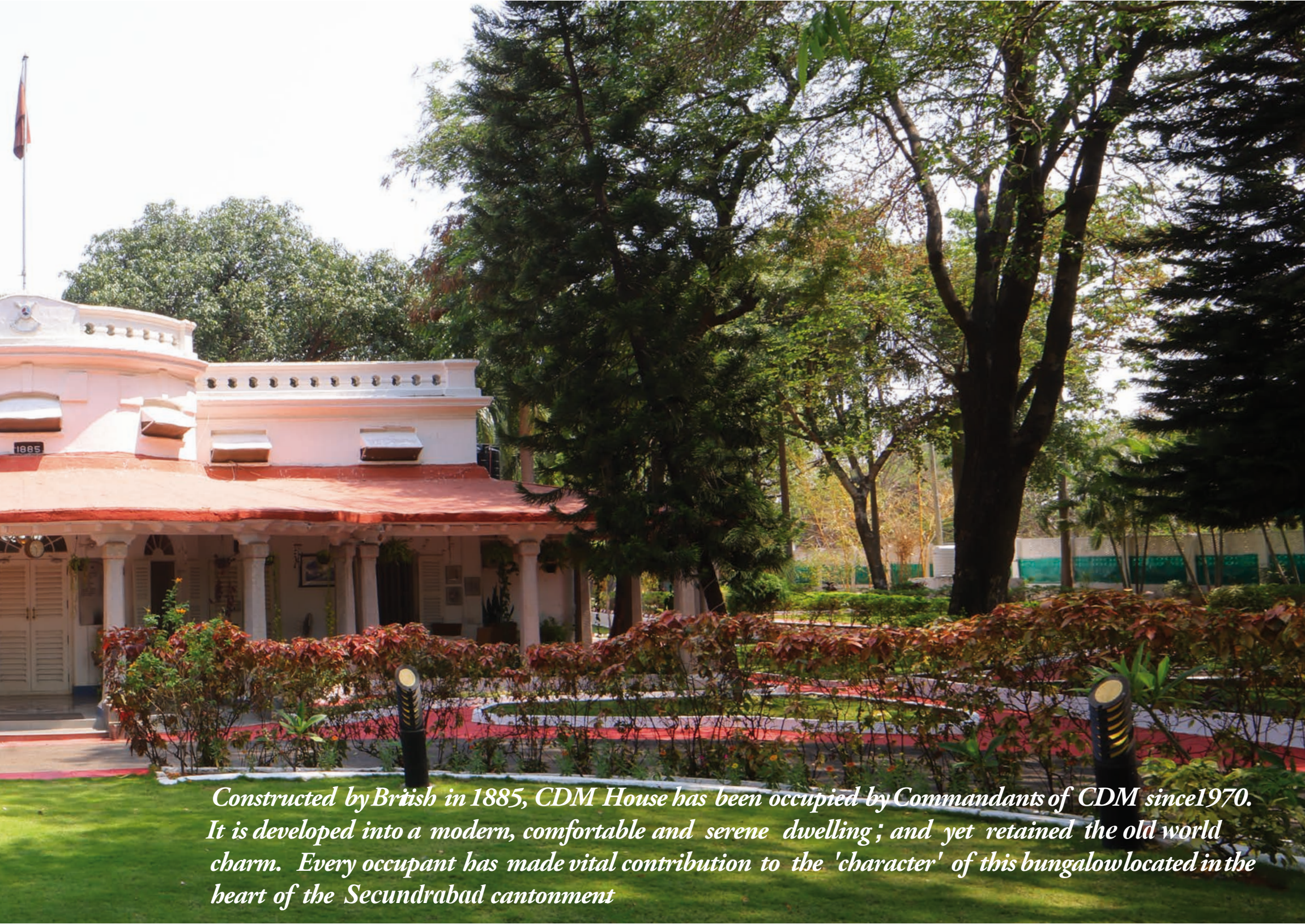




# CDM HOUSE







*Constructed by British in 1885, CDM House has been occupied by Commandants of CDM since 1970. It is developed into a modern, comfortable and serene dwelling; and yet retained the old world charm. Every occupant has made vital contribution to the 'character' of this bungalow located in the heart of the Secundrabad cantonment*





**FGRP+W99, Admiral Katari Marg, PO, Sainikpuri, Secunderabad, Telangana 500094**