



COLLEGE OF DEFENCE MANAGEMENT

JOINING INSTRUCTIONS

MANAGEMENT DEVELOPMENT PROGRAMME ORGANISATIONAL BEHAVIOUR (08 SEP 2025 TO 13 SEP 2025)

PART I – TRAINING

General

1. Management Development Programme – Organisational Behaviour (**MDP – OB**) will be conducted at **College of Defence Management (CDM)**, Secunderabad from **08 Sep to 13 Sep 2025**.

Aim, Objectives and Eligibility

2. **Aim.** To provide an insight into Human Behaviour and Organisation structures to enable the participants understand, predict and modify human behaviour in an organisational context.

3. **Objectives.**

3.1 To enhance self-awareness through an exposure to contemporary concepts in organisational behaviour.

3.2 To increase interpersonal effectiveness through understanding of complexities in relationships and application of contemporary tools and concepts.

3.3 Enhance leadership potential and human skills through an understanding of contemporary leadership concepts, human behaviour and interpersonal relationship.

4. **Eligibility.** The QR for the course is officers including instructors of Cat A & B Ests of all three services of the rank of Maj/Lt Col & equivalent in other services and equivalent civilian officers.



Course Design

5. **Course Capacity.** The course is designed for 37 participants. The vacancy distribution is Army – 13, Navy – 07, Air Force – 03, DGAFMS – 02, MoD – 2 & Foreign Participant – 10.
6. **Course Duration.** The duration of the MDP OB is **six days**. The course is from **08 Sep to 13 Sep 2025**.
7. **Working Hours.** Working hours will be from **0830 to 1330 hrs in the morning session** and **1500 to 1730 hrs in afternoons**.
8. **Programme.** The programme begins on the first day at **0800 hr**. All officers are requested **to be seated in Chanakya Hall by 0750 hr**. The course programme and material for the duration of the course will be issued to the participants on the first day.
9. **Training Pedagogy.** The pedagogy of teaching at the College has been designed to be dynamic with focus on participative and interactive learning, for a productive and intellectually stimulating learning experience.
10. **Syllabus.** Syllabus for the MDP is attached as **Appendix A**.
11. **Study Material.**
 - 11.1 All instructional material related to the course will be supplied by the College. Soft copy of all précis and other study material required by participant officers are uploaded on the College Wide Network (CWN).
 - 11.2 Participants are also issued with hard copies of a few précises/handouts considered essential.
 - 11.3 CDM has a well-established College Wide Network (CWN) and virtually all aspects of the course curriculum including day to day passing of instructions, class room teaching, submission of solutions, where required, issue of training programme are carried out online. *It is therefore essential that you are reasonably proficient in your Information Technology related skills.*
 - 11.4 **Library.** CDM has a vibrant and an exclusive library with a diverse collection of books and research material on various disciplines.



PART II – ADMINISTRATION

Arrival and Departure

12. **Arrival.** All participant officers are required to be present **on 08 Sep 2025 at 0800 hr at Chanakya Hall of CDM** and thus can plan their arrival in station **a day prior, ie 07 Sep 2025 (FN) and not before**. All participant officers are requested to send their arrival information as per **Appendix B** to Col Adm by Fax/AWAN. The same may also be shared with the **Course Basic DS** by email to ds35.ids@gov.in.

13. Officers travelling by air are required to reach CDM under their own arrangements. The officers arriving by train may be provided DD vehicle for move from railway station to the CDM subject to availability and prior arrival intimation.

14. **Reaching CDM from Airport.** Officers may use cab services from the airport to reach CDM. The cost of transportation can be claimed on presentation of receipt along with the TD claim. Pre-paid cabs such as Meru Cab/Ola/Uber/Sky Cab/Radio Taxi are available at airport. The distance from airport is approximately 45 km (1½ hr). Cab drivers may be routed towards Secunderabad – Trimulgherry route. CDM is located near Ammuguda Bus Stop (Yapral) / Sainikpuri. Google Map showing route from Airport to CDM is placed at **Appendix C**.

15. **Departure.** Dispersal from college on termination of the course may be planned **not before 1600 hrs on 13 Sep 25 and not later than 14 Sep 2025 (AN)**.

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

Administrative Arrangements.

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

18. **Accommodation.** Participant officers will be accommodated in the CDM Officers' Mess complex. Officers are advised to draw requisite TA/DA advance to facilitate settling of bills prior to departing from the CDM. List of facilities provided in the rooms is attached as **Appendix D**.

19. **Messing.** Messing will be charged as per prevalent policy of the CDM Officers Mess. Officers are advised to carry sufficient cash to facilitate payment of bills.

20. **Dress.** Secunderabad enjoys a moderate climate. **Summer uniform will be worn on the first day for the Opening Address and on last day for Valedictory**



Function. On all other days' civvies i.e. **open collar** with sleeves rolled down with name tab (provided by CDM) will be worn.

21. **Medical Support.** The College is dependent on the CDM Medical Inspection Room for medical support and a Medical Officer is posted to CDM. MI Room facilities are also available at No 1 EME Centre, located close to the College. Military Hospital located at a distance of 5 Km and Dental Centre, Bolarum located at approximately 4 Km from the College, are well equipped with all facilities.

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

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

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

24.1 **Tennis, Squash and Badminton.** Facilities for tennis, squash and badminton are available at CDM and RSI.

24.2 **Gym.** A well-equipped gym is available in the CDM Officers' Mess.

24.3 **Golf.** There are two 18 hole golf courses, namely the Bison Ecology Park and Training Area (BEPTA) and Eagle Environmental Park and Training Area (EEPTA). Applications for temp membership will be processed through CDM officers' mess on arrival.

24.4 **Rajendra Sinhji Institute (RSI).** RSI is located about 1 Km from College. On arrival you are requested to approach **Mess Secretary CDM Officers' Mess** for a membership card.

Contact Details

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

25.1 Course Basic DS	- 040-27115741 6624 (Army), ds35.ids@gov.in
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25.2 DS Coord - 040-27115741
6624 (Army)
dscoordcdm.ids@gov.in

25.3 Trg Coord - 040-27115741
6624 (Army)
trgcoord.ids@gov.in

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

26.1 Col Adm - 040-27115741
Army – 6615
ssoadm.ids@gov.in

26.2 AAQMG - 040-27115741
Army – 6617

26.3 CDM Duty Clerk - 040-27111731
Army – 7620

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

27.1 Postal : College of Defence Management
Sainikpuri PO
Secunderabad – 500 094

27.2 Telegraphic : CDM Secunderabad – 500 094

27.3 Fax : DS Coord : 040-27115741
Col Adm : 040-27115731

27.4 e-mail : cdm.ids@gov.in

27.5 CDM Web site : <https://cdm.gov.in>



Appendix A
(Refers to Para 10 of
Joining Instructions)

SYLLABUS

MANAGEMENT DEVELOPMENT PROGRAMME ORGANISATIONAL BEHAVIOUR

S No	Topic
1	Understanding Self. Self-Concept and Self Awareness Instruments, Perception, Basis of Human Behaviour, Culture Value & Attitude & Coping Behaviour, Emotional Intelligence
2	IP Effectiveness. Communication, IPR, Transactional Analysis
3	Leadership Effectiveness. Leadership Styles, Motivation, Decision Making, Management of Change, Team Building, Org Climate & Conflict Management, Negotiation, Stress Management



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Appendix B

(Refers to Para 12 of
Joining Instructions)

ARRIVAL INFORMATION: MDP (OB) ARRIVAL INFORMATION SLIP

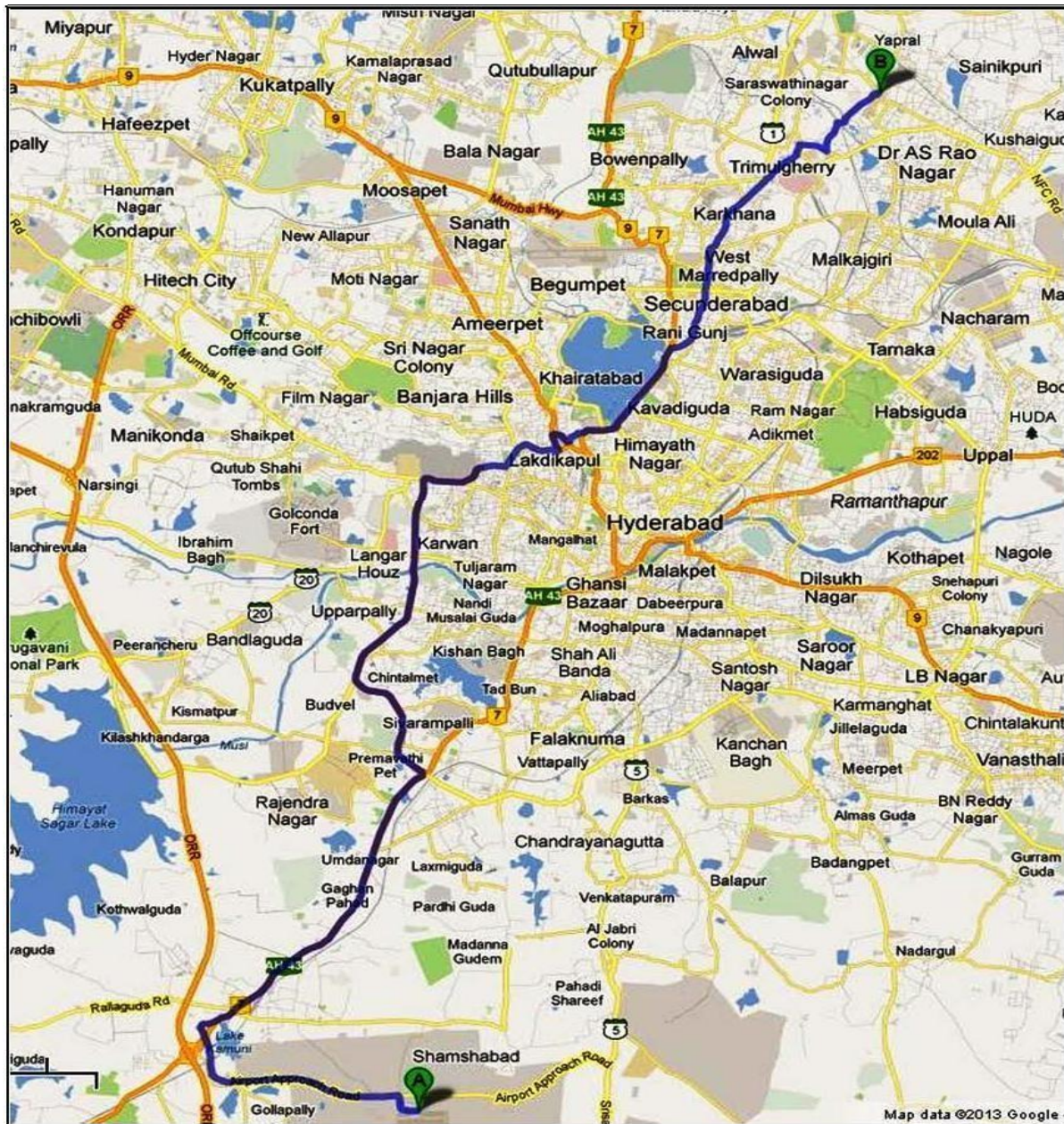
1. Number, Rank and Name : _____
2. Substantive Rank with Date : _____
3. Acting Rank with Date : _____
4. Mode of Travel : _____
5. Flight / Train Number : _____
6. Date & Time of Arrival : _____
7. Mobile Number : _____
8. E-mail ID : _____
9. Food Habits : Vegetarian/Non-Vegetarian

Dated:

(Signature of the Officer)

**Appendix C**

(Refers to Para 14 of
Joining Instructions)

ROUTE MAP RAJIV GANDHI INTERNATIONAL AIRPORT TO CDM



Appendix 'D'

(Refers to Para 18 of
Joining Instructions)

LIST OF FACILITIES AVAILABLE AT T/D ROOMS OFFICERS MESS

1. Air-conditioned bedrooms.
2. Refrigerator.
3. LCD TV with DTH.
4. Electric kettle with tea ration.
5. Electric iron with board.
6. Cloth stand.
7. Newspaper.
8. Welcome hamper.
9. Basic toiletries.
10. Laundry facilities.
11. Welcome card with important telephone numbers.