

COLLEGE OF DEFENCE MANAGEMENT

JOINING INSTRUCTIONS MANAGEMENT DEVELOPMENT PROGRAMME (MDP) JOINT RESOURCE MANAGEMENT COURSE (JRMC-18) (05 JAN TO 17 JAN 2026)

PART I - TRAINING

General

1. **Management Development Programme - Joint Resource Management Course (MDP-JRMC)** will be conducted at the **College of Defence Management (CDM)**, Secunderabad wef **05 Jan to 17 Jan 26**.

Aim and Objectives

2. **Aim.** To familiarise officers with the policies, rules and regulations of each Service so as to ensure promotion of Jointmanship among officers in the ensuing years in Service.

3. **Objectives.** The objectives of the course are as follows:-

3.1 To promote application of modern management concepts and techniques to achieve operational effectiveness.

3.2 To develop expertise in matters related to management of resources, in a joint environment.

3.3 To promote ability to analyse issues related to resource management logically and scientifically to generate viable options for the organisations.

3.4 Empower participants to advise Commanders on matters related to resource management based on scientific decision-making tools.

3.5 To promote peer learning and adopt best practices prevalent in sister services.

4. The Course seeks to develop qualified 'Resource Managers' who can deliver & sustain efficient & responsive value chains towards planned defence capability enhancement.

Qualification Requirement (QR) and Course Content

5. **QRs for MDP JRMC.** The QR for the course is Lt Col/Major & equivalent rank officers with 10 to 16 years of service. Officers from Navy and Air Force should be from the Techno- Logistics branch whereas officers from Army could be from any Arm / Service other than General Service. However, for better assimilation, qualification in Junior Command is a mandatory criterion for Army officers. Officers should have functional knowledge of operation of MS Office applications. Officers not meeting this criterion should not report to the College and would be returned to units.

6. **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. Most of the classes are conducted as lecture cum discussion. In addition, Guest lectures and external visit are organized to give first-hand information by practitioners of resource management at higher levels. Participants are also exposed to peer learning presentations as also syndicate presentations on application of acquired knowledge in domains with respect to Financial Management, Capital Acquisitions and Supply Chain Management

7. **Detailed Syllabus.** Detailed Syllabus for MDP JRMC-18 is attached as **Appendix A** alongwith a list of suggested reference books. A **Primer for the MDP** is placed as **Annexure I to Appendix A**. Please also refer the Course Flyer for details.

8. Study Material.

8.1 CDM has a well-established College Wide Network (CWN) and virtually all aspects of the course curriculum including day to day passage of instructions, class room teaching, submission of solutions, issue of training programme is carried out online on CWN. It is therefore essential that participants are reasonably proficient in Information Technology related skills.

8.2 Soft copies of study material required by participant officers will be uploaded on the MS Teams and shall also be available on CWN).

8.3 Reading material and General Instructions may be downloaded from CDM website at <https://cdm.gov.in>. Participants are required to share their NIC mail ID (preferably) or other mail IDs on ds50.ids@gov.in (email id of Basic DS for MDP JRMC-18).

8.4 **Library.** CDM has a vibrant and well stocked library with a rich collection of books as well as well-curated research material on various disciplines.

9. **Course Duration and Working Hours.** The Course is scheduled to be conducted wef **05 Jan (Mon)** to **17 Jan 26 (Sat)**. Working hours will be from **0800h to**

1400h. Afternoon sessions shall be planned as per requirement from 1530h to 1650h with a lunch break from 1410h to 1530h.

10. Programme. The programme begins on the first day at 0800h. All officers are requested to assemble in front of '**Heritage Hall**' in '**Sardar Patel Block**' by **0750h**. The course programme and material for the duration of the course will be issued to the participants on the first day.

PART II - COORDINATION AND ADMINISTRATION

11. Arrival / Reception / Dispersal.

11.1 Arrival. Participant officers are required to report between **03 Jan 26 (AN) / 04 Jan 26 (FN)**. All participant officers are required to fill up arrival details as per **Appendix B** and Personal Particulars as per **Appendix C** to Col Adm, CDM by **28 Dec 2025** through mail / ASIGMA/ Email/ FAX positively. **Queries if any, may be addressed to the Course Basic DS at ds50.ids@gov.in.**

11.2 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 and further instructions.

11.3 Taxi 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. The distance from airport to CDM is approximately 45 km (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**.

11.4 Accommodation. All participants of the MDP course will be **accommodated in CDM Officers' Mess** which is located inside the College premises. List of facilities provided in the rooms is attached as **Appendix E**.

11.5 Dispersal. Dispersal from College on completion of the course may be planned only **after 1600 h on 17 Jan 26**.

12. Administration.

12.1 Documents. All participants must be in possession of their **Course Nomination Letter, Movement Order and Identity Card**.

12.2 Messing. Officers will be dining at CDM Offrs Mess, **Kalpavriksha** and are requested **not to carry their LRC as flat rates will be charged for dining in the CDM Officers Mess.** Bills may be paid by cash/ credit/ debit cards.

12.3 Financial Arrangements. Officers are requested to draw their TA/ DA in advance before coming for the course. No TA/ DA will be drawn by the College.

12.4 Dress. The dress is formal open collar with full sleeves shirt and name tab (issued at CDM). **Summer** uniform will be worn on the first day and last day/ or on specific occasions including course photograph, which will be specified.

12.5 Banking Facilities. ICICI 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 the vicinity.

12.6 Medical Facilities. MI Room facilities are available in CDM premises. MI Room of No 1 EME Centre is also located near to the College. Military Hospital, **Secunderabad** and Military Dental Centre, Bolarum is located within five kms from CDM.

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

13. Sports and Recreation. The following sports and recreational facilities are available: -

13.1 Tennis and Squash. Tennis and squash facilities are available at CDM.

13.2 Gymnasium. A well-equipped gymnasium is available in the CDM Officers' Mess.

13.3 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.

13.4 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 Details

14. **Training Activities.** Training Branch at CDM will coordinate all the training activities with respect to the MDP. The undermentioned officers may be contacted with respect to the training activities of the course: -

14.1 Course Basic DS	-	040-27116451 6624 (Army) ds50.ids@gov.in
14.2 DS Coord	-	040-27116451 6624 (Army) dscoord.ids@gov.in
14.3 Training Coord	-	040-27116451 6624 (Army) trcoord.ids@gov.in

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

15.1 Col Adm	-	040-27111731 Army – 6615 ssoadm.ids@gov.in
15.2 AAQMG	-	040-27111731 Army - 6617
15.3 CDM Duty Clerk	-	040-27115741

16. Other Details.

16.1 Postal	:	College of Defence Management Sainikpuri PO Secunderabad - 500 094
16.2 ASIGMA ID	:	CDM SECUNDERABAD
16.3 Fax	:	Col Adm : 040-2711173
16.4 e-mail	:	ssoadm.ids@gov.in
16.5 CDM Web site	:	https://cdm.gov.in

Appendix A
(Refers to Para 7 of
Joining Instructions)

MDP JRMC-18
DETAILED SYLLABUS

S Nc	Capsule	Code	Topic
1	Financial Management (Total-9)	FM-1	Economics of Defence- An overview
2		FM-2	Macroeconomic Theories
3		FM-3	National Income
4		FM-4	GFS, FADS, GFR & DFPDS-21
5		FM-5	National Budget Process
6		FM-6	Banking System and Monetary Controls
7		FM-7	Financial Statements
8		FM-8	Time Value of Money & Quantified Discounting techniques
9		FM-9	Capital Budgeting and Benchmarking
10	Supply Chain Management (Total-5)	SCM-1	SCM – An Overview
11		SCM-2	SCM Drivers and Achieving Strategic Fit
12		SCM-3	Inventory Management and Selective Inventory Control
13		SCM-4	Life Cycle Costing
14		SCM-5	Contemporary Trends in Supply Chain Mgt
15	Capital Acquisition (Total-8)	CA-1	Capital Acquisitions : Overview and Org
16		CA-2	RFI & SQR - DAP
17		CA-3	Categorisation, AON & RFP - DAP
18		CA-4	TEC, Trials & CNC – DAP
19		CA-5	Make & Innovation – DAP
20		CA-6	SPM, IGA & FTP – DAP
21		CA-7	OCPP, Lease, Contract Mgt & INCO Terms - DAP
22		CA-8	SQR Exercise (Presentations by 4 Syndicates)
23	Revenue Procurement (Total-4)	RP-1	Defence Procurement Manual (DPM) 2025 : An Overview
24		RP-2	Participant Presentations on Experiences in Procurement
25		RP-3	GeM & e-Procurement
26		RP-4	Contract Mgt in Digital Age : Legal & Cyber Perspective
27	Enablers (Total-5)	Stats	Statistics - MS Excel Functions
28		SM	Strat Mgt- Intro to Net Assessment through Compass Framework
29		OR	Decision Making - Overview of Quantitative Techniques
30		ICT	Info Comm Technology - Data Analysis Tools & Techniques
31		SA	SA - Overview of Systems Thinking
32	Guest Lectures (2)	GL-1	Nuances of Capital Acquisition : Service Perspective
33		GL-2	Opportunities in Def Sect - Industry Perspective
34	Visit (4)	Vis	External Visit
35	Misc (Total-6)	Misc	Arrival, Documentation, Briefing
36		Misc	Valedictory, Assimilation
37		Misc	Feedback & Departure

Note: - Primer material is placed as Annexure 1 to this Appendix

SUGGESTED STUDY MATERIAL

1. Participants are requested to kindly familiarize themselves with u/m books/documents before coming for the JRMC:-
 - 1.1 GFR -2017.
 - 1.2 DAP - 2020.
 - 1.3 DPM - 2025.
 - 1.4 DFPDS-2021.
 - 1.5 Guidelines on E procurement and GeM Procurement.
 - 1.6 Supply Chain Management – Strategy, Planning & Operations –By Sunil Chopra, DV Kalra & Peter Meindl. Published by Pearson Education Inc.
 - 1.7 Economics by Paul A Samuelson & William D Nordhaus.
2. Any participant with specific domain knowledge on any associated topic or contemporary techniques may come prepared with reference material.

Appendix B
 (Refers to Para 11.1 of
 Joining Instructions)

ARRIVAL INFORMATION: MDP JRMC-18
(Please Forward Following Details to Basic DS on ds50.ids@gov.in
by 28 Dec 2025)

1. Rank	
2. Name	
3. Mode of Travel	Airline : Flight No : ETA : OR Train Name : Train No : ETA : Rly Stn :
4. Entrainig/ Emplaning Station and Date	
5. Mobile No	
6. e-mail ID	
7. Dietary preference	Vegetarian/Non-Vegetarian
8. Any other information	

*All trains coming from Mumbai/ Bengaluru stop at **Secunderabad Junction** which is nearer to CDM as compared to Hyderabad (Nampally) Railway Station. Officers are advised to disembark at **Secunderabad Junction**.

*Hyderabad airport is approx 45 km away from CDM. The travelling time is nearly 1h 30m. Prepaid cabs are available at the airport.

Date:

(Signature of Officer)

Appendix C
 (Refers to Para 11.1
 of Joining Instructions)

PERSONAL AND SERVICE PARTICULARS: MDP (JRMC-18)

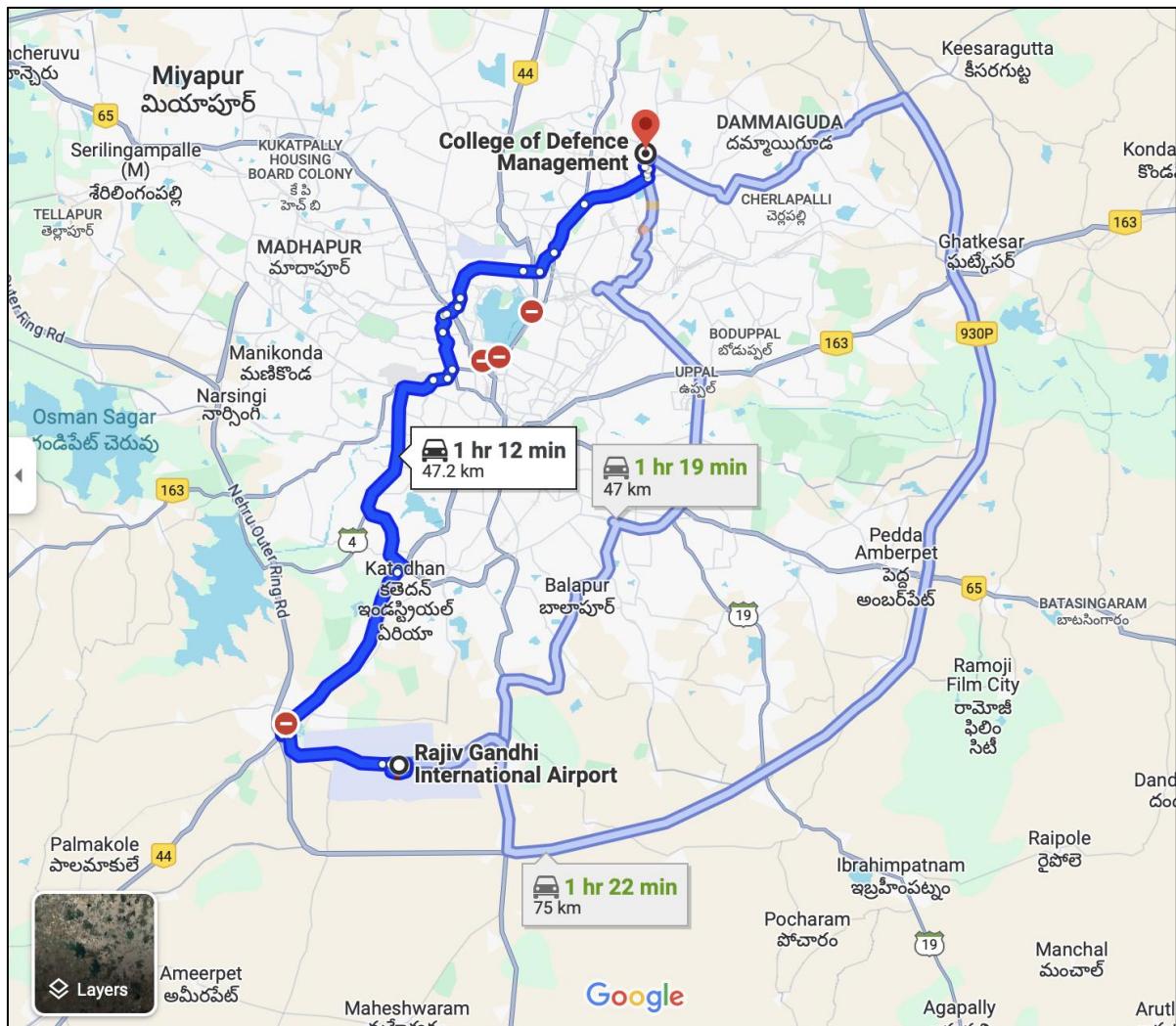
1. Name (in Block Capitals) :
2. Personal No :
3. Rank.
 - 3.1 Substantive with Date : Rank_____ Date_____
 - 3.2 Acting with date : Rank_____ Date_____
4. Regiment/Corps/Branch :
5. Decorations :
6. Date of Commission/Seniority :
7. Date of Birth :
8. CDA/ Pay Account No :
9. Bankers & Account No :
10. Identity Card No :
11. Blood Group :
12. NoK and Relationship :
13. E mail ID :
14. Unit and Address :
15. Contact Number :
16. Academic Qualifications :

Place :

Date : (Signature of Officer)

Appendix D
 (Refers to Para 11.3 of
 Joining Instructions)

MDP JRMC-18
MAP SHOWING ROUTE FROM RGIA (AIRPORT), HYDERABAD TO CDM



Appendix E
(Refers to Para 11.4 of
Joining Instructions)

**LIST OF ITEMS / EQUIPMENT AVAILABLE AT ROOMS
OF THE CDM OFFICERS' MESS**

1. Air conditioned furnished bedrooms.
2. Refrigerator.
3. LCD TV with DTH.
4. Electric kettle with items for making tea.
5. Electric iron.
6. Welcome hamper.
7. Basic toiletries
8. List of important telephone numbers.

Note: Room bearer have been earmarked for respective rooms on sharing basis.
Laundry Facility available in CDM Officers' Accommodation Complex.
Fully Automatic Washing Machine available on each Floor.

PRIMER
JOINT RESOURCE MANAGEMENT COURSE (JRMC-18)
05 JAN 26 TO 17 JAN 26

Introduction

1. College of Defence Management is one of the nation's Centre of Excellence in defence management studies. The aim of this premier institution is to propagate **contemporary management thoughts** among Armed Forces officers in order **to enhance operational effectiveness of the Armed Forces** particularly when the nature of conflict is undergoing a paradigm shift with the hitherto accepted principles of war being constantly challenged.
2. The Joint Resource Management Course is conducted for defence officers of the rank of Major / Lt Col and their equivalent in Navy and Air Force with a view to expose participants to contemporary management concepts and associated techniques so as to offer them an opportunity to expand their cognitive horizons on selected themes related to management in the Armed Forces.
3. The JRMC aims to develop qualified '**Resource Managers**' who can deliver and sustain **efficient and responsive** value chains towards **planned defence capability build up**. As enablers, the participants would be made aware of various related Financial Management / Supply Chain Management concepts, aspects related to management of inventory, the Defence Acquisition Procedure (DAP), the Defence Procurement Manual (DPM), the Delegated Financial Powers for Defence Services (DFPDS-2021) and various decision tools for resource management like Analytical Hierarchy Process, Systems Thinking and Data Analytics. The MDP would also encourage practical learning through peer learning.

Aim

4. The aim of this primer is to orient participants towards the scope of coverage of subject content during the JRMC and the intended outcomes post undergoing the Course as well as generate interest in the Course so that they may undertake self-study to enhance their knowledge thus being better prepared for the Course.

Course Objectives

5. The program aims at empowering 'Resource Managers' from tri-services in

understanding the nuances of resource management in the Defence, to include: -

- 5.1. To promote application of modern management concepts and techniques to achieve operational effectiveness.
- 5.2. To develop expertise in matters related to management of resources, in a joint environment.
- 5.3. To promote ability to analyse issues related to resource management logically and scientifically to generate viable options for the organisations.
- 5.4. Empower participants to advise Commanders on matters related to resource management based on scientific decision-making tools.
- 5.5. To promote peer learning and adopt best practices prevalent in sister services.

Methodology for Conduct of MDP

6. The pedagogy of teaching at the CDM has been designed to be dynamic with focus on participative and interactive learning. It provides for a productive and intellectually stimulating learning experience in the form of lectures, class room discussions, guest lectures from professionals, external visit, hands on experience, peer to peer learning and focussed group discussions. The course curriculum will be run from Mon to Sat from 0800h-1400h with post lunch sessions on Wednesday and as required (1530h-1700h).

Academic Coverage

7. **Financial Management.** The aim of this module is to enable the participants to develop an understanding of financial management concepts and techniques which will assist them to evaluate finance related problems both at macro and micro level, leading to resource optimisation and organisational effectiveness. The module would include the following: -

- 7.1. **Economics of Defence.** Concept, Scope and Nature of Financial Management as applicable to the Defence Services. Economics of National Security, Defence versus Development.
- 7.2. **Govt Financial System.** Government Financial System – Structures and Processes, Deficit Financing, Role of DPCs of Parliament, Role and Duties of CAG. Overview of GFR and FR. Relevance and Applicability to Financial Management in the Defence Services and relevant Red Flags.

7.3. Financial Administration in Defence. Financial Planning in Army, Navy and Air Force. Incremental Budgeting, Performance Budgeting, Planning Programming Budgeting System, Zero Base Budgeting and Contemporary Budgeting Techniques for the Armed Forces.

7.4. Time Value of Money. Simple and Compound Interest, Future and Present Value.

7.5. Capital Budgeting. Concepts, Methods and Techniques of Capital Budgeting.

7.6. Financial Statements & Analysis. Capability to gain an insight into the financial situation of an organisation be it defence or the corporate, is a necessary tool for effective resource mobilisation and management.

8. Supply Chain Management. The aim of this module is to enable participants to conceive, design and operationalise responsive and efficient supply chains for the three services in a collaborative tri services environment. The module would include the following: -

8.1. Basic SCM Concepts. Fundamentals of SCM, Inventory Control Techniques, Economies of Scale, Ordering Systems, Safety Stocks, Optimization and Value Addition, Process view of Supply Chain.

8.2. SCM Drivers and Strategic Fit. Strategic Fit, Drivers of SCM Performance. Efficient and Responsive Supply Chains. Standardisation/ Codification, Value Analysis/Value Engineering in SCM, SCM in the Defence Services.

8.3. Contemporary SCM Practices. Services related SCM Processes, Integrated Logistics System, Life Cycle Concepts in SCM, Introduction of Equipment & Replacement Decision in SCM including Case Study, Outsourcing & Long term Strategic sourcing in SCM, Nuances of SCM in Military and Industry, Weapon Systems Management in the Armed Forces.

8.4. Life Cycle Costing. Concept of Life Cycle Costing and understanding it using Case Studies. Application of Life Cycle Concept (LCC) on decision to modify or replace equipment, phases of Life Cycle and techniques of predicting life of an equipment, Relevance of Cost Breakdown Structure, components of costs Affecting LCC.

8.5. Contract Management. Linkages of Contract Management with the Procurement Process. Understanding of INCO Terms. Offsets and Technology Transfer, Fast Track Procurements, Letter of Credit.

8.6. **Capital Acquisitions.** Defence Acquisition Procedure, Introduction/ Replacement of a weapon system in Armed Forces, importance of correct and realistic formulation of SQRs, acceptance of necessity and qty vetting of defence procurements, Services Capital Acquisition Plans and Exposure to DAP 2020.

8.7. **Revenue Procurement.** Distinction between Capital and Revenue Procurement. Exposure to DPM and its amendments till date.

8.8. **E-procurement.** Concept and Benefits of E-Procurement. The E- procurement ecosystem in India and in Defence Forces. Exposure to GeM concept and procedures.

Knowledge Enhancement

9. The following manuals and books are recommended to be read / familiarised with before arrival for the course:-

9.1. GFR -2017.

9.2. DAP - 2020.

9.3. DPM - 2025.

9.4. DFPDS-2021.

9.5. Guidelines on E procurement and GeM Procurement.

9.6. Supply Chain Management – Strategy, Planning & Operations –By Sunil Chopra, DV Kalra & Peter Meindl. Published by Pearson Education Inc.

9.7. Economics by Paul A Samuelson & William D Nordhaus.

9.8. Various papers published by IDSA, CENJOWS, CAPS (Centre for Air Power Studies), NMF (National Maritime Foundation) and other eminent people writing on defence resource management procedures and practices.

Assimilation Exercise

10. An 'Assimilation Exercise' will be conducted at the end of the JRMC which would be utilised to gauge the level of assimilation by the participant officers. Officers standing first and second in the capsule would be awarded prizes in order to instil a sense of competition among the participants.

Conclusion

11. The College of Defence Management remains committed to **provide quality and professional knowledge** to all officers participating in the JRMC, so that the military leadership can benefit from your sound knowledge and acquisition acumen, and shape a better national security environment.