

COLLEGE OF DEFENCE MANAGEMENT

JOINING INSTRUCTIONS MANAGEMENT DEVELOPMENT PROGRAMME (MDP) ON STRATEGIC MANAGEMENT (NET ASSESMENT) 01 TO 06 JUN 2026

PART I - TRAINING

General

1. Management Development Programme on Strategic Management (Net Assesment) will be conducted at the College of Defence Management (CDM), Secunderabad from 01 Jun to 06 Jun 2026.

Aim and Objectives

2. **Aim.** To expose officers to the framework of Net Assessment by process of Comprehensive Assessment for Security Strategies (COMPASS™) and formulation of National Security Strategies.

3. **Objectives.**

3.1. To gain a working knowledge of the various aspects of strategic management with particular reference to National Security, including Strategic Management process and Geopolitics.

3.2. To enable officers to evolve short term strategies for objectives using the techniques of Base, Means and Capacity (BMC) and Strengths, Weakness, Opportunities and Threats (SWOT) Analysis.

3.3. To provide an introduction to officers on building suitable medium and long term strategies through the process of "Scenario Building".

3.4. To train officers to convert strategies into a coherent National Security Strategy (NSS) after testing them for suitability through the process of Environment, Values and Resources (EVR) congruence.

3.5. To gain an insight into various other tools available for Net Assessment to include Operations Research and Systems Analysis (ORSA).

Qualification Requirement (QR) and Course Content

4. **QRs.** Officers holding the rank of Col/ Brig in the Army, Gp Capt/ Air Cmde in the IAF and Capt (IN)/ Cmde in the Indian Navy along with Director/ equivalent rank officers from the Ministry of Defence are eligible to attend the course. Graduates of the Higher Defence Management Course or those who have attended the Senior Defence Management Course are not eligible for this course.
5. **Syllabus.** Syllabus for the MDP is placed at **Appendix A**, primer for the course is at **Appendix B** and recommended study material is at **Appendix C**.
6. **Duration of the Course and Working Hours.** The MDP would be conducted over a period of six working days from 01 Jun to 06 Jun 2026. The training sessions will be generally scheduled from 0800 to 1400h every day, consisting of four sessions of 80 mins each duration. Evening sessions will be scheduled from 1530 to 1700h, whenever necessary. The detailed Training Program along with course material will be issued to the course participants on arrival at the college.

PART II - COORDINATION AND ADMINISTRATION

7. Arrival/ Reception and Dispersal

- 7.1. **Arrival.** All Participant officers are required to report on 31 May 26. All participant officers are required to send their arrival information in the format as per **Appendix D and Appendix E** to Col Adm by FAX/ ASIGMA. The same information may also be shared with the Course Coordinator, Col Vedavyas Samal, VSM on mobile no 8974801899 or ds6.ids@gov.in.
- 7.2. **Reception.** A reception centre would be established at CDM on 01 Jun 2026. Officers are requested to submit documents prior to start of class on 01 Jun 2026.
- 7.3. **Dispersal.** The dispersal from the College on termination of the course may be planned after 1500 hours on 06 Jun 26 and not later than 07 Jun 26 (AN).
- 7.4. **Cab Services.** CDM is located at a distance of 48 km, through the city route, and 72 km, through the Outer Ring Road (ORR) route, from Rajiv Gandhi International Airport (RGIA), Hyderabad. Officers may like to exercise the option of hiring cabs from the RGIA Hyderabad to CDM Campus. Prepaid cabs operated by cab operators such as Ola, Uber, Skycab, Meru and those operated by the RTO are easily available at the airport. 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. Route from RGIA to CDM is at **Appendix F**.

8. **Administration.**

8.1. **Documents.** All service participants must be in possession of the course detailment letter, movement order and their Identity Card.

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

8.3. **Accommodation.** All participants of the MDP course will be accommodated in a nominated hotel at TD rates. Information regarding accommodation (Hotel) will be made available on CDM website by 20 May 2026.

8.4. **Financial Arrangements.** Service Officers are required to draw their TA/DA in advance before reporting for the course. No TA/DA would be administered to the participants at the College.

8.5. **Dress.** Summer Working dress would be adorned by the course participants on 01 and 05 Jun 26 only. Open Collar would be the dress for the remaining days.

8.6. **Banking Facilities.** The College has an ICICI Bank ATM and SBI, ATM inside the Campus. SBI, No 1 EME Centre is located in close proximity to the College apart from other banks/ ATMs which are located within a radius of 3 Kms.

8.7. **Medical Facilities.** MI Room is available in the CDM Campus. MI Room of No 1 EME Center is also located in close proximity. MH Secunderabad is located at a distance of 5 Kms from the College. MDC Bolarum is located at a distance of 3 Kms.

8.8. **Leave.** No leave is permitted during the course. Only specific cases would be permitted to avail leave on compassionate grounds on discretion of Commandant CDM.

9. **Sports and Pastime.**

9.1. **Tennis and Squash.** Racquet game facilities of Tennis and Squash are available at CDM Officers' Mess.

9.2. **Badminton.** Facilities for badminton are available at Dhruva enclave and RSI.

9.3. **Gymnasium.** A well-equipped gymnasium is operational in the CDM Officers Mess.

9.4. **Golf.** The BEPTA and EEPTA Golf Courses can be used by paying green fees.

9.5. Rajendra Singhji Officers' Institute (RSOI). RSOI is located at distance of 1.5 Kms from the College Campus. Officers may use the facilities on payment basis. CDM Mess Secretary would facilitate temporary membership for interested officers.

10. **Details of Nominated Participants.** The undermentioned details of nominated participants may please be submitted to DS Coord, CDM at dscoordcdm.ids@gov.in and Course Coordinator at ds6.ids@gov.in, through email latest by 29 May 26, under intimation to Directorate of Joint Training, HQ IDS at jdtc.ids@nic.in.

10.1. Rank and name.

10.2. Contact number.

10.3. Email ID – preferably nic mail. In case nic mail is not available, then civil email.

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

11.1. DS Coord - 6624 (Army)
dscoordcdm.ids@gov.in

11.2. Trg Coord - 6624 (Army)
trgcoord.ids@gov.in

12.3. Col Vedavyas Samal, VSM - 3658 (Army)
(Course Coordinator) ds6.ids@gov.in

12.4. Col Adm - Army- 6615
040-27111731 (FAX)

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

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

- 12.2. Telegraphic : CDM Secunderabad – 500 094
- 12.3. Fax : DS Coord : 040-27115741
Col Adm : 040-27111731
(FAX should preferably be sent between 0900 to 1600 hrs)
- 13.4. e-mail : cdm.ids@gov.in
- 13.5. CDM Web site : <http://cdm.gov.in>
- 13.6. IT Helpline number : 7093895349

Appendix A
(Refers to Para 5 of Joining Instructions)

SYLLABUS

MANAGEMENT DEVELOPMENT PROGRAMME: NET ASSESSMENT

S No	Topic
1.	Overview of Strategic Management
2.	Strategic Management Process
3.	National Interest, National Security and National Power
4.	Geopolitics
5.	Introduction to Strategic Management (Net Assessment) Process
6.	Environment Scan - Base, Means and Capacity (BMC) and PESTLEM Analysis
7.	Strengths, Weakness, Opportunities and Threats (SWOT) Analysis
8.	Introduction to Scenario Building
9.	Introduction to Operational Research with class on Analytic Hierarchy Process (AHP)
10.	Introduction to System Analysis

Appendix B
(Refers to Para 5 of Joining Instructions)

**PRIMER FOR MANAGEMENT DEVELOPMENT PROGRAMME: STRATEGIC
MANAGEMENT (NET ASSESSMENT)**

1. Management Development Programme (MDP) on Net Assessment is conducted for a duration of a week annually by CDM. It provides a brief exposure to Lingua Franca of Strategic Management of National Security including critical concepts like National Interests, National Power and National Security. This MDP culminates in utilising tools of SWOT analysis and for preparing strategic options during a paper exercise called 'Exercise Near Ridge' in which participants prepare and present short term strategies for a given Nation State. In addition, a brief introduction is also given on Scenario Building, Operational Research and System Analysis. A broad picture of the topics covered during the MDP is given in subsequent paragraphs.

2. **Strategic Management (SM).** Understand the concept and scope of SM along with the process. The activities involved in SM process are dwelt on with specific reference to case studies including SM process for a Nation-State including interplay between strategic culture of Nation with its stated strategies.

3. **Geopolitics.** The class covers evolution of the subject followed by approaches and major theories of Geopolitics along with an understanding of key terminologies. Thereafter the role of various actors in global environment is elaborated on, culminating in letting participants appreciate as to how political destinies and behaviour on nation states is influenced by geography and geo-spatial reference.

4. Understanding National Interest, National Security and National Power in respect of a Nation-State.

4.1. **National Interest.** Enable the participants to gain an insight into the concept and fundamentals of national interests and its dynamic categorization.

4.2. **National Security.** Give an understanding of definitions for National Security, models of National Security and nature of problems associated.

4.3. **National Power.** Class is provided a broad understanding of National Power with historical perspectives and attempts to measure it. Various forms of power exercised by nation states are explained and the inter-relation between the National Interest, Security and Power is brought forth.

5. **Net Assessment Process.**

5.1 Appreciate contribution of Net Assessment towards identifying politico military competition in long term context and developing of long-term politico – military strategy.

5.2. Understand the linkages between Net Assessment, Environment Scan, Scenario building and development of strategy.

6. **Environment Scan.** Participants are taught the methodology for carrying out an environment scan followed by an understanding on Events, Trend, Issue, Interest and the interlinkages. Thereafter, the process of identifying key drivers of national security at the strategic level is covered.

7. **SWOT Analysis.** The objectives in this class includes to appreciate, classify key factors of national security as strength, weakness, opportunities and threats and then to gain an insight into methodology for conduct of SWOT analysis to develop SWOT based strategies. This culminates in making the participants undergo the entire process of developing short term SWOT based strategies for a nominated nation state as part of a syndicate.

8. Besides the topics mentioned above an overview on scenario building for long term national strategies, **Systems Analysis and Operational Research** with focus on **Analytical Hierarchy Process (AHP)** is also covered for participants.

9. The emphasis during the conduct of MDP is to elaborate the processes with adequate discussion on case studies and examples.

Appendix C
(Refers to Para 5 of Joining Instructions)

RECOMMENDED STUDY MATERIAL

1. Hamel and Prahalad; Strategic Intent; Harvard Business Review May-Jun 1989.
2. Ali Ahmed; Strategic Culture and Indian Self-assurance; Journal of Peace Studies; 2010.
3. India's Strategic Thought- An Interpretative Essay, George K Tanham; RAND, 1992.
4. Keenan George F.; The Long Telegram; Wilson Centre Digital Archive; 1946.
5. Mackinder, Halford J.; The Geographical Pivot of History (1904); 2004. 21
6. Joseph S. Nye, Jr; Soft Power; 1990, published in Foreign Policy, No. 80.
7. Krepinevich, Andrew F.; The Seven Deadly Scenarios; Bantam Books, New York; 2009.
8. Robert Kaplan; Monsoon: The Indian Ocean and Future of American Power.
9. Tim Marshall; Prisoners of Geography.
10. Gregory F Treverton, Seth G Jones; Measuring National Power
11. Joseph S Nye; Soft Power - the evolution of a concept
12. Ileana Gentilia; National Interest, Terminology and Direction of Approach
13. Hans J Morgenthau; The Primacy of the National Interest; 1949
14. David A Baldwin; The Concept of Security; Review of International Studies; 1997
15. Colonel Arthur F Lykke Jr; Defining Military Strategy
16. Conway Maree; Environmental Scanning; Thinking Future

Appendix D

(Refers to Para 7.1 of Joining Instructions)

**MANAGEMENT DEVELOPMENT PROGRAMME (MDP) ON
STRATEGIC MANAGEMENT (NET ASSESMENT)****TRG SCH**

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 E
(Refers to Para 7.1 of Joining Instructions)

**PERSONAL AND SERVICE PARTICULARS: MDP (STRATEGIC
MANAGEMENT**

1. Name (in Block Capitals) :
2. Personal No :
3. Rank :
 - (a) Substantive with Date : Rank _____ Date _____
 - (b) 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 F
(Refers to Para 7.4 of Joining Instructions)

MAP SHOWING ROUTE FROM RGIA, HYDERABAD TO CDM



