



COLLEGE OF DEFENCE MANAGEMENT

JOINING INSTRUCTIONS

MANAGEMENT DEVELOPMENT PROGRAMME (MDP) ORGANISATIONAL BEHAVIOUR (07 SEP 2026 TO 12 SEP 2026)

PART I – TRAINING

General

1. Management Development Programme – Organisational Behaviour (**MDP – OB**) will be conducted at **College of Defence Management (CDM)**, Secunderabad from **07 Sep 26 to 12 Sep 26**.

Aim, Objectives and Eligibility

2. **Aim.** To provide an insight into Human Behaviour and Organisation structures so as 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.

2. **Eligibility.** The QR for the course is officers including instructors of Cat A & B establishments of all the 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 27 participants. The vacancy distribution is Army – 13, Navy – 07, Air Force – 03, DGAFFMS – 02, MoD/MoE/DoPT – 2 participants respectively.

6. **Course Duration.** The duration of the MDP OB is **six full days**. The course is from **07 Sep 26 to 12 Sep 2026**.



7. **Working Hours.** Working hours will be from 0900 hrs to 1700 hrs on Monday and from 0800 to 1730 hrs on the remaining days. Lunch break will be observed from 1400 hrs to 1500 hrs.

8. **Programme.** The programme begins on the first day at **0900 hr**. All officers are requested **to be seated in Chanakya Hall by 0845 hr**. The course programme and material for the duration of the course will be issued to the participants on the first day.

9. **Training Andragogy.** The andragogy 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, that are 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.

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 07 Sep 2026 at 0845 hr at Chanakya Hall of CDM** and thus can plan their arrival in station **a day prior, i.e. 06 Sep 2026 (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 (Gp Capt K Vikram Kumar)** by email to [ds48.ids@gov.in/](mailto:ds48.ids@gov.in) by 27 Aug 26.

13. Officers travelling by air are required to reach CDM under their own arrangements.

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



alongwith 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- Sainikpuri route. CDM is located near Ammuguda Bus Stop (Yapral) / Sainikpuri. The Google map showing the main 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 12 Sep 26.**

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. In case of shortage of accommodation, Officers may have to stay at private hotel (which will be facilitated in coordination with Col Adm). Please confirm non availability of mess accommodation before booking the hotel stay. Officers are advised to draw requisite TA/DA advance to facilitate settling of bills prior to departing from the CDM. The 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. Payment of bills can be done through credit/debit cards.

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 full sleeves 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.** The 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). Participants may play by paying green fees.

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

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 - ds48.ids@gov.in

25.2. DS Coord - 6624 (Army)
dscoord.ids@gov.in

25.3. Trg Coord - 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 - Army – 6615
ssoadm.ids@gov.in.

26.2. AAQMG - Army – 6617

26.3. CDM Duty Clerk Army – 7620 /040-27111731



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

- | | | |
|--------------------|---|---|
| 27.1. Postal | : | College of Defence Management
Sainikpuri PO
Secunderabad – 500 094. |
| 27.2. Fax | : | DS Coord: 040-27115741
Col Adm: 040-27111731 |
| 27.3. e-mail | : | dscooordcdm.ids@gov.in |
| 27.4. CDM Web site | : | https://cdm.gov.in |
| 27.5. ASIGMA | : | CDM SECUNDERABAD |



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Appendix A
(Refers to Para 10 of Joining Instructions)

SYLLABUS

**MANAGEMENT DEVELOPMENT PROGRAMME
ORGANISATIONAL BEHAVIOUR**

SI No	Topic
1	Understanding Self. Self-Concept and Self Awareness Instruments, Perception, Culture Value & Attitude, Emotional Intelligence
2	IP Effectiveness. Communication
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. Diet Preference : Vegetarian/Non-Vegetarian

Dated:

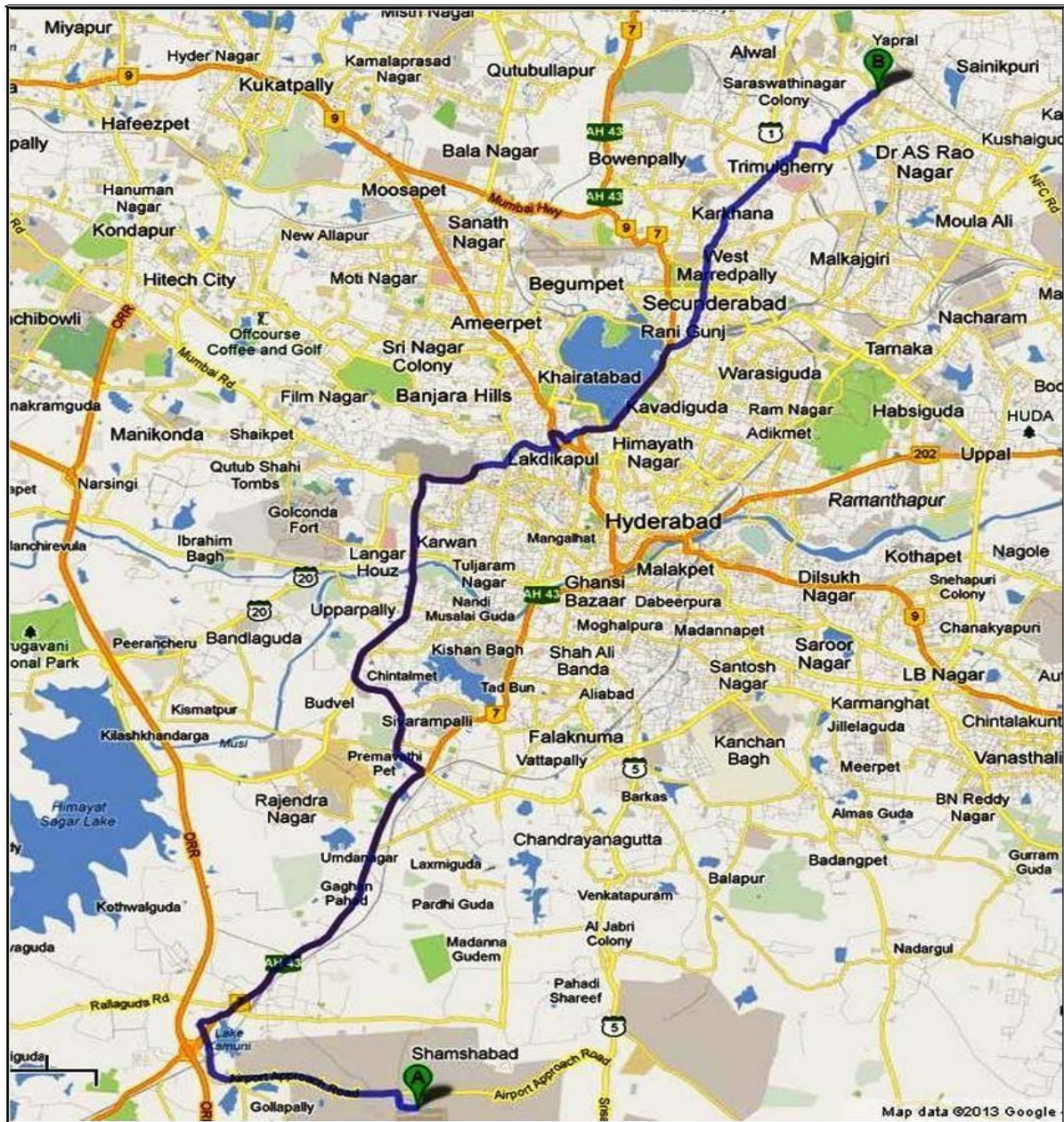
(Signature of the Officer)



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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 various channels.**
4. **Electric kettle with items for making tea.**
5. **Electric iron.**
6. **Welcome hamper.**
7. **Basic toiletries.**
8. **Welcome card with important telephone numbers.**
9. **Newspaper**