



COLLEGE OF DEFENCE MANAGEMENT

JOINING INSTRUCTIONS

MANAGEMENT DEVELOPMENT PROGRAMME (MDP) **JOINT RESOURCE MANAGEMENT COURSE (JRMC) – 13** **(22 FEB 21 TO 06 MAR 21)**

PART - I : TRAINING

General

1. Management Development Programme - Joint Resource Management Course (MDP-JRMC) will be conducted at **College of Defence Management (CDM)**, Secunderabad from **22 Feb 21 to 06 Mar 21**.

Aim and Objectives

2. **Aim.** To familiarise participants with and tools, techniques, policies, rules, regulations and other relevant issues of resource management in Joint Services Environment.

3. **Objectives.**

(a) To promote application of modern management concepts and techniques in the armed services, to achieve operational effectiveness.

(b) To develop expertise in matters related to management resources, jointmanship.

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

(d) Empower participants to advise Commanders on matters related to resource management based on scientific decision making tools.

(e) To promote peer learning and adopt best practices prevalent in sister services.

4. **Qualitative Requirement (QR).** The QR for the course is Offrs with 10 to 16 years of service. Officers from Navy and AF 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 Microsoft office tools. Officers not meeting this criterion should not report to the College and will be returned to units.

5. **Course Capacity.** The capacity planned for this course in view of prevailing pandemic situation is 25 (Army - 10, Navy - 5, Air Force – 8 and DGAFMS – 2) in accordance with HQ IDS Letter IDS/40013/11/AFTI/CDM dt 11 Aug 20.



6. **Course Duration.** The duration of the MDP is twelve working days, i.e. from 22 Feb 21 to 06 Mar 21.
7. **Working Hours.** Working hours will be from **0830 h to 1430 h in the morning session and 1600 to 1700h in afternoons. Lunch will be from 1430h – 1530h every day. There will be between five to six sessions on each day.**
8. **Programme.** The programme begins on the first day at **0800 h**. All officers are requested **to be seated in Chanakya Hall by 0750h**. The course programme and material for the duration of the course will be issued to the participants on the first day.
9. **Training.** The teaching at the College has been designed to be dynamic with focus on participative and interactive learning, most classes are conducted as lecture cum discussion. Three Guest lectures are organized to give first-hand information by practitioners of resource management at higher levels. The MDP will include one educational tour to industry epitomizing tenets of resource management. Participants will also be exposed to peer learning presentations as also syndicate presentations on application of acquired knowledge in domains with respect to Financial Management and Supply Chain Management.
10. **Syllabus & References.** Syllabus for the MDP and suggested reference books is attached as **Appendix A**. MDP primer material is also uploaded on the CDM site (<https://cdm.ap.nic.in>). A test is planned on 22 Feb 21 for entry level assessment.
11. **Study Material.**
 - (a) All instructional material related to the course will be supplied by the college. Soft copies of all précis and other study material required by participant officers are uploaded on the CWN.
 - (b) Participants are also issued with hard copies of a few précis/handouts considered essential.
 - (c) 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 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.***



- (d) **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 to **report only after 20 Feb 21 (AN) but before 21 Feb 21**. All participant officers are requested to send their Arrival Information as per **Appendix B** and **Personal Particulars** as per **Appendix C** to Col Adm by Fax/AWAN. The same may also be shared with Course **Basic DS, Gp Capt RK Ramamoorthy, DS, FRM** by SMS on mobile No **+91 9970540816**.

13. All officers are required to reach CDM under their own arrangements. An advisory on COVID-19 is as at **Appendix D**.

14. **Reaching CDM from Airport.** Officers may use cab services from the airport to reach CDM and claim the cost of transportation from airport to CDM accordingly. The distance from airport is approximately 45 km (1 ½ hrs). Cab drivers may be routed towards Secunderabad – Trimulghery route. CDM is located near Amuguda Bus Stop (Yapral). **Nearest Landmark is Bhavans School, Sainikpuri** Google Map showing route from Airport to CDM is placed at **Appendix E**.

15. **Departure.** Dispersal from college on termination of the course may be planned **after 1500h on 06 Mar 21** and not later than **07 Mar 21(AN)**.

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

Administrative Arrangements

17. **Accommodation.** All participant officers will be accommodated in furnished **Sekhon Block** of the CDM Officers' Mess complex. The rooms are endowed with 'Campus Wise Network' facilities akin to those in classrooms. Officers from Local Units officers are permitted to stay in their own accommodation. **In view of the COVID pandemic, no families are permitted for the duration of MDP.**

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



19. **Messing**. Officers will be Dining-In at CDM Officers Mess and prevailing rates will be charged for dining in the CDM Officers Mess.

20. **Dress**. Secunderabad enjoys a moderate climate. **Summer Uniform will be worn on Mondays and on last day (06 Mar 21) for Valedictory Function.** Combat dress will be worn on Friday. On all other days **Open Collar** with name tab (provided by CDM) will be worn (No half sleeve shirt are permitted).

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

22. **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.

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 pastime activities available at the College are as given below:-

(a) **Tennis & Squash**. Facilities for tennis and squash are available at CDM.

(b) **Badminton** Facilities for badminton are available at RSI.

(c) **Gym**. A well-equipped gym is available at CDM Officers' Mess.

(d) **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). Officers can play on payment of green fee.

(e) **Rajendra Singhji Institute (RSI)**. RSI is located about 1 km from College. The same is presently non-functional and participants could utilise on opening of facility on cash payment.

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 further clarifications.** The undermentioned officers may be contacted with respect to the training activities of the course:-



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- (a) Col Vinay Gupta DS Coord - +919756116964, 6624 (Army)
dscoord.cdmap@nic.in
- (b) Col Amit, Trg Coord - +918954653266, 6624 (Army)
ds25.cdmap@nic.in
- (c) Gp Capt RK Ramamoorthy ,(Basic DS) - +91 9970540816,6673 (Army)
ds60.cdmap@nic.in
- (d) Col Deepak Rishi (HOD-SCM) +919521027785, 3644 (Army)
ds10.cdmap@nic.in

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

- (a) Col Ravi Kumar Col Adm - +919401310571/(Army– 6615)
040-27111731(FAX)
ssoadm.cdmap@nic.in
- (b) CDM Duty Clerk - 040-27111731.

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

- (a) Postal : College of Defence Management
Sainikpuri PO
Secunderabad – 500 094
- (b) Telegraphic : CDM Secunderabad – 500 094
- (c) Fax : Col Adm : 040-27111731
- (d) e-mail : cdm@nic.in
- (e) CDM Web site : <https://cdm.ap.nic.in>
<https://cdm.telangana.nic.in>



Appendix A
(Refers to Para 10 of
Joining Instructions)

COLLEGE OF DEFENCE MANAGEMENT
FACULTY OF RESOURCE MANAGEMENT
MANAGEMENT DEVELOPMENT PROGRAMME

BLOCK SYLLABUS - JOINT RESOURCE MGT COURSE (JRMCI)

DURATION: TWO WEEKS

<u>Topic</u>
<u>Joint Logistics</u>
Experience and approach to Jt Lgs at ANC
Role of QA agencies in procurement
IFA Issues
<u>Financial Management</u>
Economics of Defence, an overview
General Financial Rules
Govt Financial System
Financial Administration in Defence
Time value of money and quantified discounting techniques
Managerial Economics
National Budget Process
<u>Supply Chain Management</u>
SCM – An Overview
Inventory Management Concepts
Contemporary Supply Chain Practices
Outsourcing and 3 PL
<u>Capital Acquisitions</u>
Capital Procurement : Overview and Org



Nuances in capital procurement-DAP
Life cycle cost concept
<u>Revenue Procurements</u>
Defence Procurement Manual (DPM) 2009 with supplement 2010
Criticalities of Revenue Procurement
E Procurements
DFPDS
Standard contract documents and INCO terms
<u>Relevant Management Concepts</u>
Intro to Excel
Intro Project Management
DM : Analytical Hierarchical Process
<u>Misc</u>
Visit to local Defence Industry
Presentation by the Participants

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 :-

- (a) Supply Chain Management – Strategy, Planning & Operations – By Sunil Chopra, DV Kalra & Peter Meind. Published by Pearson Education Inc.
- (b) GFR – 2017
- (c) Financial Regulations.
- (d) Defence Acquisition Procedure (DAP) - 2020.
- (e) Defence Procurement Manual (DPM) - 2009 with Supplement -2010.
- (f) DFPDS-2016.
- (g) Guidelines on E procurement.

2 Any participant with specific domain knowledge on any associated topic or contemporary techniques may come prepared with reference material.

College of Defence Management



Appendix-B
(Refers to Para 12 of
Joining Instructions)

ARRIVAL INFORMATION SLIP: JRMC-13

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. Preference of Accommodation : _____
10. Food Habits : Vegetarian/Non-Vegetarian

Dated: _____

(Signature of the Officer)



Appendix-C
(Refers to Para 12 of
Joining Instructions)

PERSONAL AND SERVICE PARTICULARS: MDP (JPMC-13)

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 D
(Refers to Para 13 of
Joining Instructions)

COVID-19 ADVISORY: JOINT RESOURCE MANAGEMENT COURSE - 13
GUIDELINES ON OUT STATION TRAVEL QUARANTINE

1. Management Development Programme on JRMC is scheduled to commence on 22 Feb 21.
2. Attention of nominated Participants is drawn on Para 3 of advisory on '**Domestic Air Travel and Quarantine Service Personnel**' issued vide DGAFMS letter No 402/7/InCov/DGAFMS/DG-3A dated 09 Oct 2020, which is reproduced below:-
 - (a) **Serving personnel proceeding on Temporary Duty will not be required to undergo the mandatory quarantine period of 14 days on arrival at destination station.**
 - (b) If the duration of Temporary Duty is 07 Days or less and the individual does not have history of contact with a suspect/probable/confirmed case of COVID-19 during the duration of Temporary Duty. 14 days mandatory quarantine on return to duty station by air is not mandated.
 - (c) **The above provisions would also apply for individuals who undertake domestic air travel for returning from leave of 07 days or lesser.**
 - (d) All individuals who are granted exemption from such quarantine shall self monitor their health for 14 days and report to AMA on development of symptoms suggestive of COVID-19.
 - (e) **Self declaration certificate will be obtained from all such personnel granted exemption from quarantine.**
3. **Nominated Participant Officers are required to ensure that they travel by civil aircraft from one military station to other station in direct flight or connecting flight (with no en route halt). Individual travelling by civil aircraft should strictly observe all COVID-19 protocol while travelling from residence to airport / airport to destination military station and vice versa.**
4. Format for '**Self Declaration Certificate**' is enclosed.



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SELF DECLARATION CERTIFICATE
(OUTSTATION TRAVEL)

1. Personal No _____ Rank _____ Name _____

2. Whether arriving on Posting/TD/Back from Leave _____

3. Address of Stay during last 14 Days

Mobile No : _____ Email _____

4. Date of Travel _____

5. Details of Journey (all modes of travel) from address of stay to arriving station

6. Declaration of Self and Family :-

(a) We have not visited any containment Zone in last 14 days.

(b) We had no flulike symptoms in last 14 days.

(c) We had no contact with confirmed / suspected case of COVID-19 in last 14 days.

(d) We have taken all COVID-19 precautions during the travel.

(e) If any of the above information is found to be false. I am liable for disciplinary action.

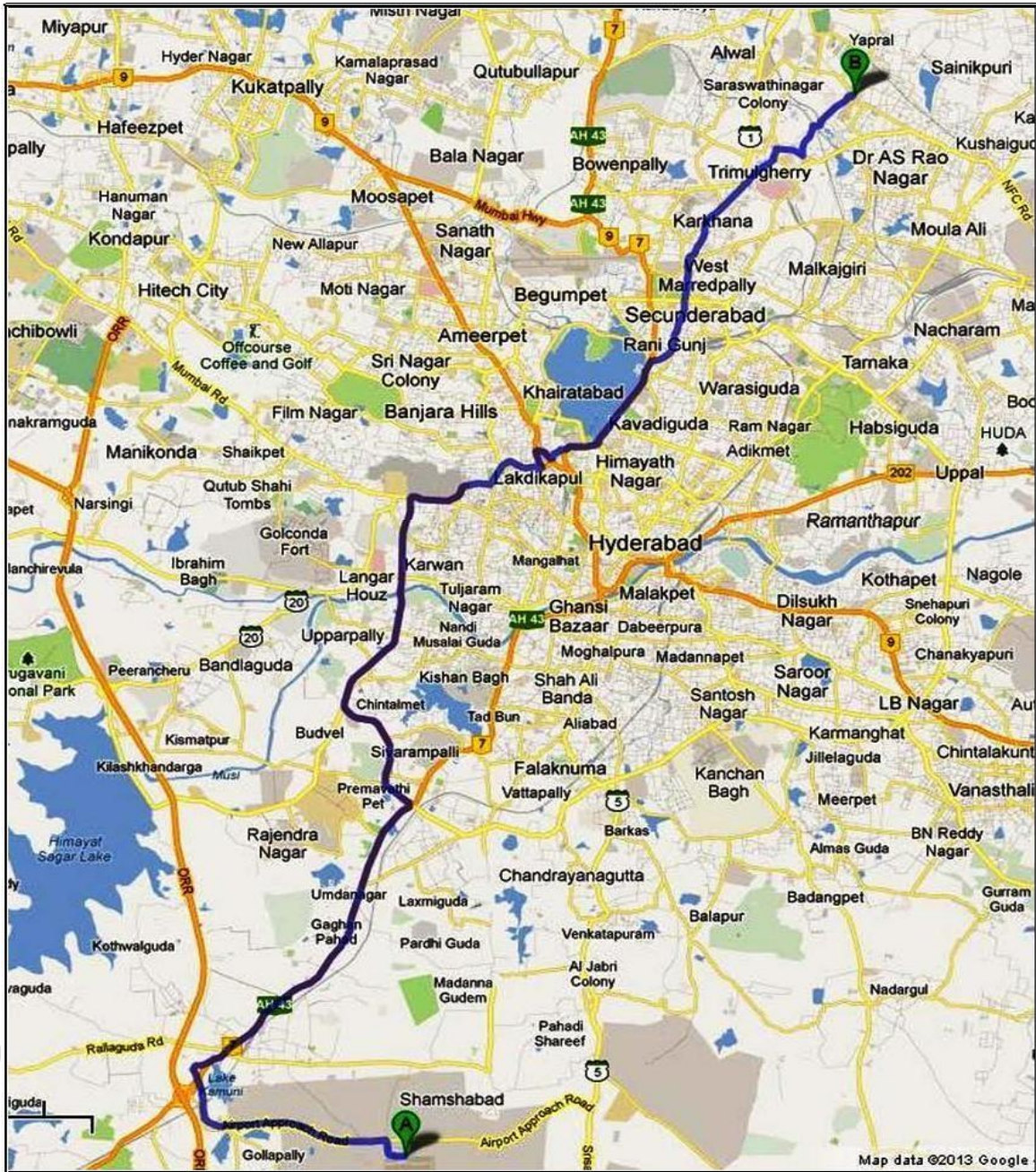
Date :

(Signature of Officer)



Appendix E
(Refers to Para 14 of
Joining Instructions)

ROUTE MAP RAJIV GANDHI INTERNATIONAL AIRPORT TO CDM





PRIMER: JOINT RESOURCE MANAGEMENT COURSE
COLLEGE OF DEFENCE MANAGEMENT
FROM 22 FEB 21 TO 06 MAR 21

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-2016) and various decision tools for resource management like Analytical Hierarchy Process, Project Management 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.



Terminal Objectives

5. The program aims at **empowering** 'Resource Managers' from tri-services in understanding the nuances of resource management in the Defence, to include:-
- (a) Promote application of modern management concepts and techniques in the armed services, to achieve operational effectiveness.
 - (b) Develop expertise in matters related to management of resources and Jointmanship.
 - (c) Promote ability to analyse issues related to resource management logically and scientifically, and generate viable options for the organisation.
 - (d) Empower participants to advise Commanders on matters related to Resource Management based on scientific decision making tools.
 - (e) 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, industry visit (defence manufacturing related), hands on experience, peer to peer learning and focussed group discussions. The course curriculum will be run from Monday to Saturday from 0830h – 1430h with a session post lunch (1600h-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: -

- (a) **Economics of Defence**. Concept, Scope and Nature of Financial Management as applicable to the Defence Services. Economics of National Security, Defence versus Development.



(b) **Govt Financial System.** Government Financial System – Structures and Processes, Deficit Financing, Role of Departmental Standing Committees of Parliament, Role and Duties of CAG.

(c) **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.

(d) **Time Value of Money.** BEP and PV Ratio, Break- Even chart and Profit-Volume chart. Simple and Compound Interest, Future and Present Value.

(e) **Capital Budgeting.** Concepts, Methods and Techniques of Capital Budgeting.

(f) **GFR/FR.** Overview of GFR and FR. Relevance and Applicability to Financial Management in the Defence Services and relevant Red Flags.

(g) **GST.** Knowledge on the modalities of implementation of GST and its impact on overall economic activities would empower the participants with a better understanding of prevalent economic scenario within the nation.

(g) **Managerial Economics.** The subject is economics applied in decision-making. Its stress is on the use of the tools of economic analysis in clarifying problems, in organising and evaluating information and in comparing alternative courses of action.

(h) **Financial Statements & Personal Finance.** 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. An exposure to personal finance management would not only empower the participants towards self-improvement but also as an effective man management tool in their command for better guidance of troops.

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: -

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

(b) **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.

(c) **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.

(d) **Life Cycle Costing.** Concept of Life Cycle Costing and Understanding 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.

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

(f) **Capital Acquisitions.** Defence Acquisition Procedure, Introduction/Replacement of a Weapon System in Armed Forces, Importance of Correct and Realistic Formulation of GSPS/ GSQR, Acceptance of Necessity and Qty Vetting of Defence Procurements, Services Capital Acquisition Plans. Exposure to DAP-2020.

(g) **Revenue Procurement.** Distinction between Capital and Revenue Procurement. Exposure to DPM and its amendments till date.

(h) **E-procurement.** Concept and Benefits of E-Procurement. The E-procurement ecosystem in India and in Defence Forces. Exposure to GeM Concept and Procedures.

9. **Operations Research.** This module would enable participants to gain insights into the technique of Operations Research and its Military Applications. The module would include the Analytical Hierarchy Process.

10. **Project Management.** The aim of this module is to enable participants to develop and effectively use networks in scheduling, monitoring and controlling of projects and plans, and thereby become an effective member of a PM team/head a PM team. Exposure would be given to Military Applications of PM.

11. **Information and Communication Technology.** This module would enable participants to understand the power of data analysis by leveraging Information and Communication Technology. In this, the concept of Big Data Analytics would be explained with a demonstration of Power BI software.



12. **Statistics.** A detailed exposure into statistical concepts and tools as offered by MS Excel would enable the participants to utilise the same in routine activities as also Operations Research.

Knowledge Enhancement

13. The following manuals and books are recommended to be read before arrival for the course:-

- (a) DAP 2020.
- (b) 'Aiming without Arming' by Stephen Philip Cohen and Sunil Dasgupta.
- (c) GFR-2017
- (d) DPM-2009 & its Supplement-2010.
- (e) Guidelines on E procurement and GeM Procurement
- (f) Supply Chain Management – Strategy, Planning & Operations – By Sunil Chopra, DV Kalra & Peter Meindl. Published by Pearson Education Inc.
- (g) Economics by Paul A Samuelson & William D Nordhaus.
- (h) 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 Ex

14. An 'Assimilation Exercise' will be conducted at the end of the JRMC which would be graded 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

15. 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 by the best '**Bang for the Buck**'.