

COLLEGE OF DEFENCE MANAGEMENT



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SYLLABUS HDMC

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ORGANISATIONAL BEHAVIOUR 1

Ser No	Topic
1	Time Management
2	SA Instruments
3	Perception
4	Perception Mgt
5	BHOB
6	C V A
7	Management of Human Values
8	Emotional Intelligence
9	Communication Workshop
10	Org Structure and Design
11	Functions of Mgt and Org Overview
12	Management of Change
13	Power, Authority and Delegation
14	Mentoring and Counseling
15	Contemporary Management Practices
16	Organisational Climate

ORGANISATIONAL BEHAVIOUR 2

Ser No	Topic
1	Motivation Workshop
2	Leadership Workshop
3	Strategic Leadership
4	Value Based Leadership
5	Stress Management
6	Decision Making (DM,HFDM)
7	Creativity
8	Group Dynamics Workshop
9	Mgt of Conflict
10	Management of Dissent
11	Performance Management
12	Negotiation Skills
13	Team Building
14	Knowledge Mgt
15	Systems apch to trg
16	Attitudinal Changes by trg
17	Learning Org
18	Bench Marking
19	Competency Mapping
20	Organisation Effectiveness

STRATEGIC MANAGEMENT 1

Ser No	Topic
1.	SM Overview
2.	SM Process & Management of Military Security
3.	NI NS and NP
4.	Management of National Security
5	India's National Security and Strategic Culture
6	State , Nation State and Nationhood
7	Geopolitics & Theories of International Relations
8	Geopolitical Imperatives & India's Foreign Policy (Pak)
9	Geopolitical Imperatives & India's Foreign Policy (Pak)
10	Idealism & Realism in India's Foreign Policy
11	Net Assessment
12	Environment Scan, SWOT Threat Analysis
13	SWOT Exercise
14	Scenario Building and Analysis
15	Scenario Planning Exercise
16	Net Assessment (Debrief)
17	Net Assessment (Debrief)

STRATEGIC MANAGEMENT 2

Ser No	Topic
1.	Higher Defence Control Organisation
2.	Higher Defence Control Organisation in India
3.	Force Structure Development Concepts
4.	Approaches to Defence Planning & CBP
5.	Defence Planning Process
6	Defence Planning Process in India
7	Perspective Planning
8	Perspective Planning in Army
9	Defence Plg Process & Perspective Plg in India
10	Force Structure Development in Air Force
11	Capability Based Perspective Plg in Navy
12	Strategic Management of Technology
13.	Strategic Management of Technology for Military
14	Manpower Planning
15	Strategic Military Manpower Planning
16	Campaign Planning Process and Op Art
17	War and Warfare

FINANCIAL MANAGEMENT

Ser No	Topic
1.	Intro to Fin Mgt
2.	Economics of Defence
3.	Economics – Basic Concepts
4.	Concept of Cost, Demand, Consumer Surplus
5.	National Income-I
6.	National Income-II
7.	Schools of Macro Eco Theory
8.	Economic Stability & Growth
9.	Manegrial Eco & Cost Analysis
10.	Utility Analysis
11.	Production Analysis
12.	Global Economic Scenario
13.	Indian Economic scenario 2025: A perspective
14.	Government Financial System- I
15.	Government Financial System- II
16.	RBI Wksp: Macro Eco sit in India-Govt Borrowings & its impact Forex Mgt
17.	Inclusive Growth
18.	Financial Adm in Defence – I
19.	Financial Adm in Defence – II
20.	Fin Rules & Regs
21.	Budgeting Techniques
22.	Eco Data Forecasting
23.	Analysis of National Budget & Defence Budget
24.	Services Budget Fmn, plg & monitoring -HQ IDS & SHQs- PD
25.	Nuances in Public Finance
26.	Govt Eco Policy Fmn
27.	Audit in Defence Services / IFA System
28.	National Budget to Defence Budget Linkages, trends & constraints
29.	Outcome Budgeting in Armed Forces
30.	Indian Economy Debate
31.	Transparency in Def Deals w/o acting as roadblock in quick decision making
32.	Financial Accounting

33.	Fin Statements & Book keeping
34.	Fin Plg & Forecasting
35.	Cash Flow Analysis
36.	Fund Flow Analysis
37.	Ratio Analysis- I
38.	Ratio Analysis- II
39.	Personal Finance
40.	Intro to Mgt Acctg & Cost Acctg
41.	Responsibility Accounting
42.	Standard & Marginal Costing
43.	Cost Volume Profit & Break Even Analysis
44.	Time Value of Money
45.	Capital Budgeting Weapon & Eqpt Acquisition
46.	Revision

SUPPLY CHAIN MANAGEMENT

Ser No	Topic
1	Supply Chain Management – An Overview
2	Supply Chain Management
3	Process Views of Supply Chain
4	Achieving Strategic Fit
5	Drivers of SCM Performance
6	Inventory Management & Selective Inventory Control
7	Economic Order Quantity
8	Ordering Systems
9	Managing Uncertainty (Safety Stocks & Service Levels)
10	IMMOLS/ILMS/CICP
11	Life Cycle Costing of Equipment
12	Reliability, Maintainability and Availability of Equipment
13	Enterprise Resource Planning
14	IT in Sourcing
15	Third & Fourth Party Logistics Providers
16	Defence Procurements – Overview & Intro to DPP-2011/ 2013
17	SQR Formulation
18	Categorisation and AON
19	'Buy' & 'Buy and Make' Categories
20	RFP
21	'Make' Category
22	Offsets & Technology Transfer
23	Modernisation of Defence Forces through Capital Acquisitions
24	Fast Track Procurements
25	Acquisition Organisations at Service HQ Org, Role & Functions
26	Causes of Delays in Capital Procurements
27	Contract Management
28	DPM 2009 with Supplement 2010
29	Post Contract Management (Foreign Contracts)
30	Defence Land Mgt & Works Procedure
31	INCO Terms
32	Quality Assurance of Defence Procurements
33	Defence Production Policy
34	Department of Defence Production – Org, Role & Functions
35	Success of Naval R&D in Ship Building
36	Dept of Def Research & Devt Org - Org, Role & Functions
37	Ordnance Factory Board - Org, Role & Functions
38	DPP 2013 – A Critique
39	Contemporary SCM Practices
40	Exercise 'Evaluation Parameters'
41	Operational Logistics

OPERATIONS RESEARCH & SYSTEMS ANALYSIS

Ser No	Topic
1.	Overview by HFDS
2.	Linear Programming
3.	Goal Programming
4.	Transportation Model
5.	Transshipment Model
6.	Assignment Model
7.	Travelling Salesman
8.	MCDM
9.	Application Software Expert Choice
10.	Networks
11.	Queuing Theory
12.	Simulation
13.	Game Theory
14.	Decision Theory
15.	Decision tree
16.	Decision rules
17.	Combat Modelling
18.	System Intro and Definitions
19.	System - Concepts and Theories
20.	Intro to Hard Sys Thinking (HST)
21.	HST Case Studies
22.	Laws of Systems Dynamics
23.	System Dynamics : CLDs & SFDs
24.	Systems Archetypes 1,2
25.	Systems Dynamics Case Studies
26.	Introduction to Soft Systems Methodology
27.	SSM Case Studies
28.	ORSA Exercise
29.	Revision

PROJECT MANAGEMENT

Ser No	Topic
1.	Intro to PM
2.	Formulation &Plg
3.	AOA Network
4.	AON & Network Analysis
5.	Time Estimation
6.	MSP 2003
7.	Levelling & Scheduling
8.	Crashing
9.	Project Fin-1
10.	Risk Mgt
11.	Monitoring & Control
12.	CCPM
13.	Selection of Org Structure
14.	Proj Team Mgt & Ldrship
15.	Legal & Contract Mgt
16.	Project Fin-2
17.	Pgme / Portfolio Mgt
18.	Emerging Concepts
19.	PM in Mil Ops
20.	Case Studies
21.	PM Exercise
22.	PM Certification
23.	Proj Mil Ops

INFORMATION COMMUNICATIONS TECHNOLOGIES

Ser No	Topic
1.	IT Overview
2.	Computer Basics
3.	MS Excel
4.	Integrated Exercise
5.	Virus Management
6.	Network Management
7.	E-Security
8.	Ex E-Surakshit
9.	Info System Devp Strategies
10.	Tools & Techniques
11.	Enterprise Mgt Sys
12.	Information Warfare
13.	Net Centric Warfare
14.	DSS, AI and KBES
15.	Mil Sys and Applications
16.	DBM technologies
17.	E Governance
18.	Contemporary Technologies

RESEARCH METHODOLOGY

S.No.	Topic
1	Introduction to RM and Stats
2	Relevance of Research in Armed forces
3	Briefing on Dissertation & Case study
4	Research and Scientific Method
5	Research Strategy
6	Quantitative Research Process and Planning
7	Research problem and Review of Literature
8	Discussion on OTW 1
9	Hypothesis
10	Research Design
11	Discussion on OTW 2 & RM Test 1
12	Quantitative Research- Methods
13	Measurements and Scales
14	Questionnaire Design
15	Discussion on OTW 3
16	Qualitative Research Process & Methods
14	Data Analysis
15	Analysis and Interpretation
16	Report Writing & RM Test 2
17	Evaluation of Research
18	Revision
20	Questionnaire Design
21	Evaluation of Research

MANAGERIAL STATISTICS

Ser No	Topic
1.	Introduction
2.	Data management and presentation (primary & secondary)
3.	Central tendency and dispersion
4.	Consolidation Exercise on Descriptive Statistics
5	Probability concepts
6.	Determination of posterior probability
7.	Probability distribution
8.	Sampling
9.	Statistical estimation & Hypothesis
10.	Chi Sq Test
11.	ANOVA
12.	Time Series
13.	LRCA
14.	Markov Analysis
15.	Introduction to SPSS
16.	Six Sigma
17.	Advance data Analysis Techniques
18.	Revision- Consolidation and Debrief