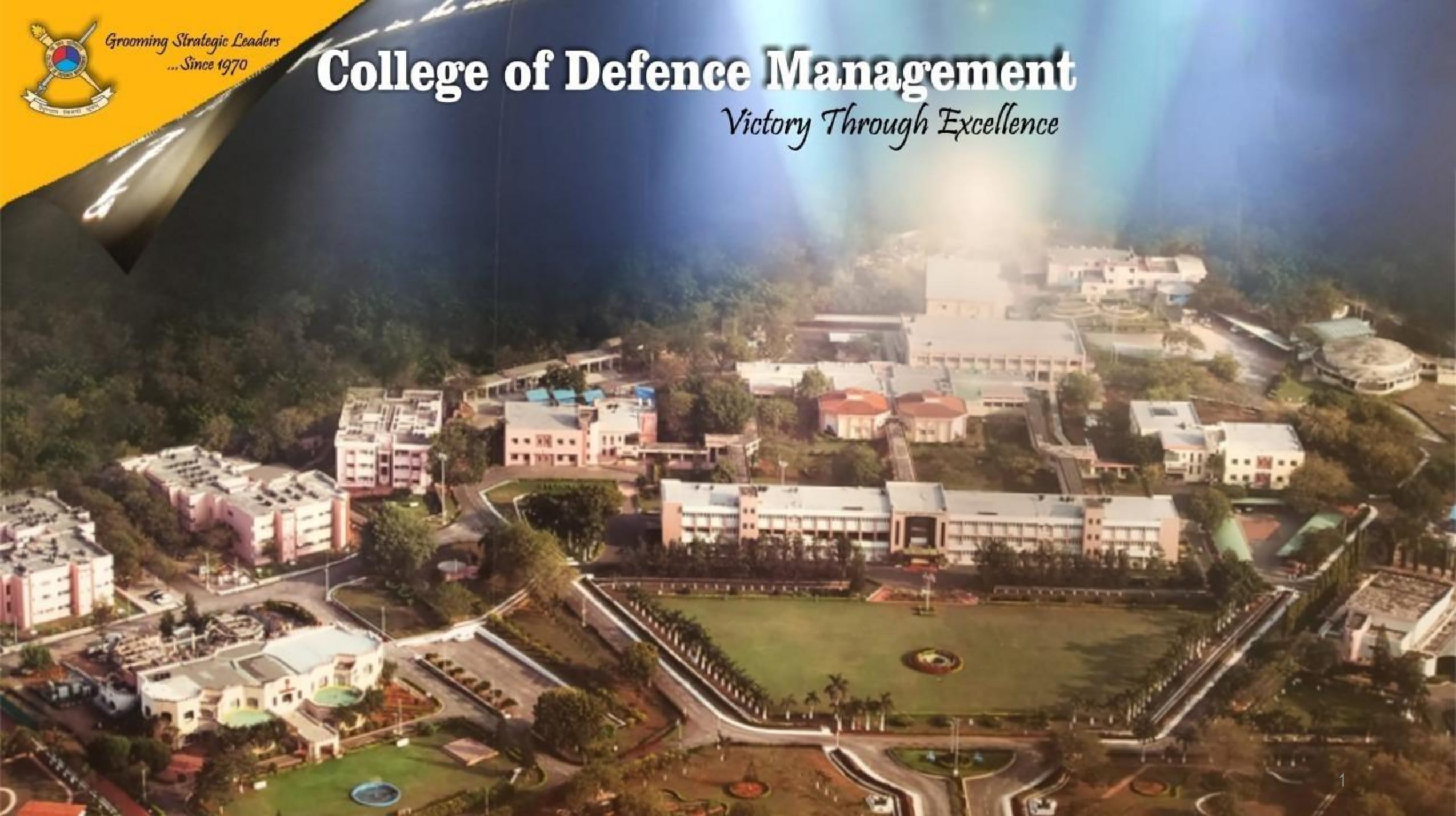




*Grooming Strategic Leaders
... Since 1970*

College of Defence Management

Victory Through Excellence





History



1970: Established as IDM

15 Mar 1971: First LDMC Course



07 Dec 1970: First SDMC Course



1983: Invited by AIMA to become a member



1985: Renamed from IDM to CDM



2001: New CDM Campus was inaugurated.



1994: MoU with Osmania University was signed to recognise LDMC for the award of the post-graduate degree of Master of Management Studies (MMS).

2005: Long Defence Management Course was re-designated as Higher Defence Management Course.



2005: HDMC-1 course commenced



2007: CDM became member of IPMA and a designated Training, Test / Certification Centre for Level 'C' and 'B' Project Managers.



2010: CDM accredited grade 'A' by the NAAC. HDMC – 150 Participants



2014: MoU signed with Osmania University designating CDM as a National Research Centre for conduct of Ph.D Program.

2016: CDM accredited grade 'A+' by the NAAC.

2019: Robust academic collaboration with Eisenhower School (US) in Strategic Studies (Net Assessment) initiated as an annual Faculty Exchange. Presently at MoU stage.



2019: Ashwamedha Block & HDMC-15 (161 Participants including 12 FFCs)



2020: Celebrated the Golden Jubilee



Vision & Mission

To be the Nation's premier Centre of Excellence in developing future generations of strategic leaders for meeting challenges to National Security.

To impart knowledge, skills and competencies for effective decision making in Higher Def Mgt and enable to take an informed decision in the age of disruption and uncertainty.





CDM Organisation



**R Adm Sanjay Datt, VSM
Commandant**



5
Faculties

15
Departments



Victory Through Excellence



On Campus Training

- Higher Defence Management Course (HDMC) – 44 Weeks
- Senior Defence Management Course (SDMC) – 4 Weeks
- Defence Management Course (DMC) – 2 Weeks
- Management Development Programme – 1/2 Weeks

12 -13 COURSES
67 WEEKS
576 - 600 OFFRS

Net Assessment | Project Management | Defence Acquisition Management
 Organisational Behaviour | Resource Management | Big Data | ORSA | Research Methodology



Brazil (2019)
HDMC



Jordan (2019)
HDMC



Saudi Arabia (2020)
HDMC



Germany (2015)
SDMC



UK
(DMC 2016)



Lebanon (2017)
DMC



Bangladesh



Bhutan



Philippines



China



Zimbabwe



Ghana



Cameroon



Sudan



Afghanistan



Thailand



Maldives



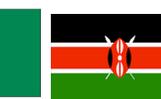
Rwanda



Sri Lanka



Nigeria



Kenya



Benin

Victory Through Excellence



Off-Campus Training



Net Assessment Workshop

DA Designates | LBS National Academy of Administration | AWC, Mhow | NWC, Goa | CAW, Hyderabad



Integrated Management Capsule for Sr Offrs

AWC, Mhow | NWC, Goa | CAW, Hyderabad | AMC College, Lucknow



Integrated Management Capsule for Jr Offrs

DSSC, Wellington | DSTSC, MILIT | ALMC, CMM



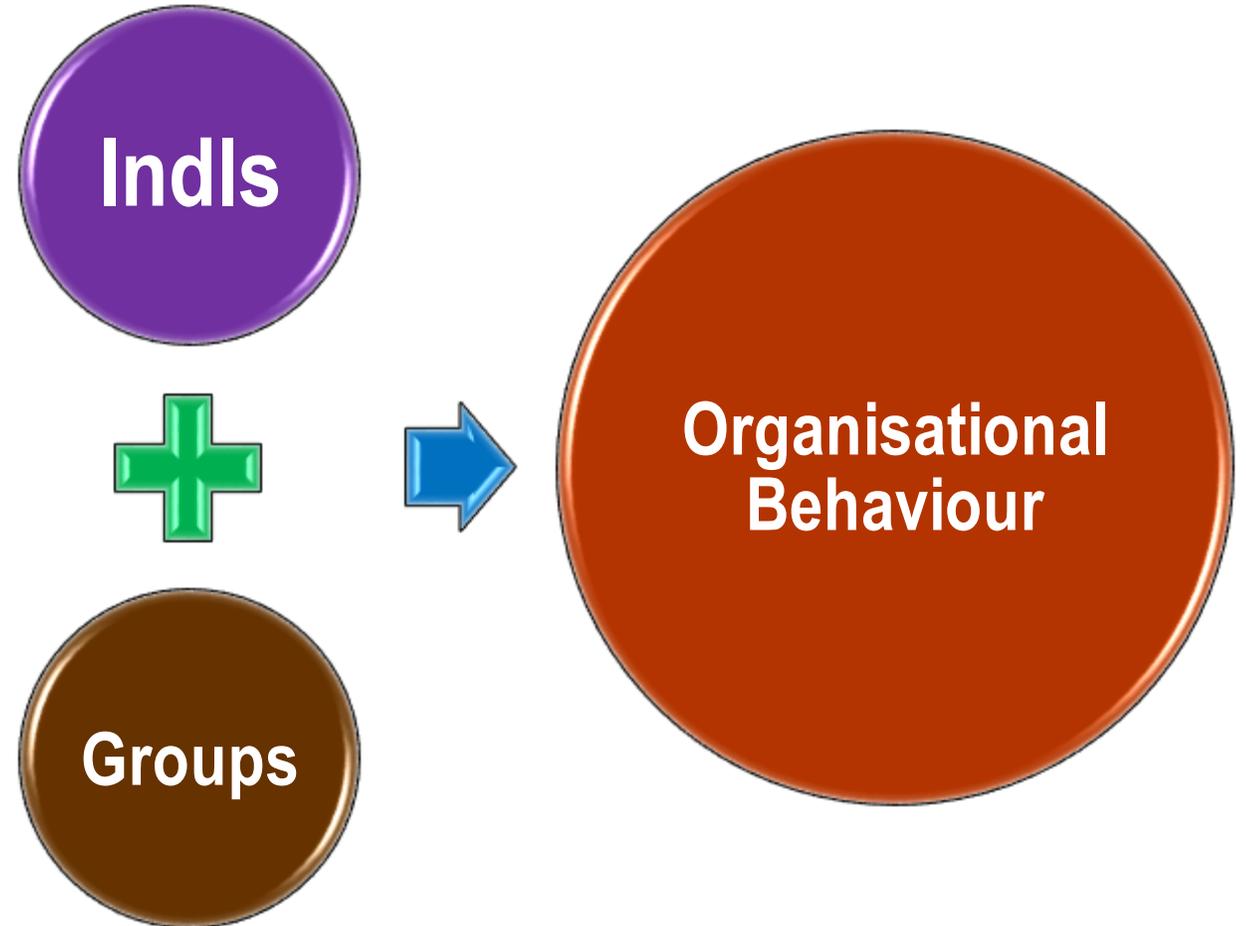
Leadership Capsules

NDA, Pune | OTA, Chennai | AWC, Mhow | Dr MCR HRD Instt, Hyderabad | Army College of Dental Sciences, Hyderabad | Field Formations



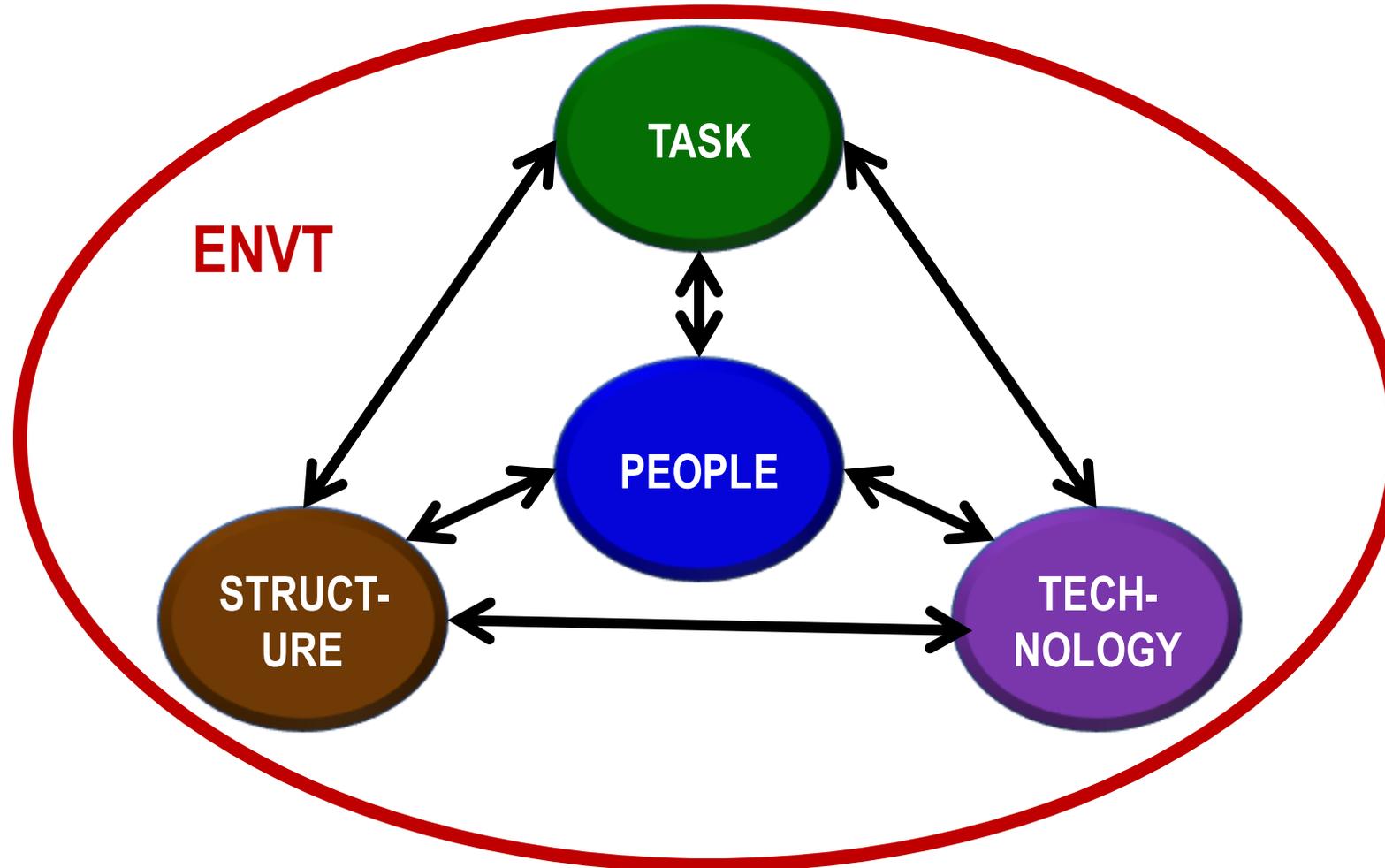
ORGANISATIONAL BEHAVIOUR

A systematic study of **Human Behaviour** in an **organisational setting** – the study & application of knowledge about how people, as **individuals & groups** **behave** within an org



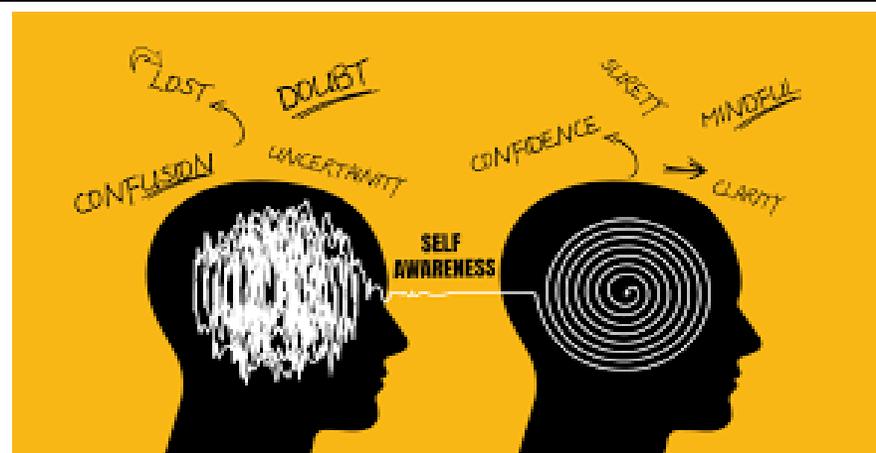


PRIMACY OF PEOPLE





SELF AWARENESS



Victory Through Excellence



SELF AWARENESS



It is better to conquer yourself than to win a thousand battles.



Weigh the good and failings to estimate a person.

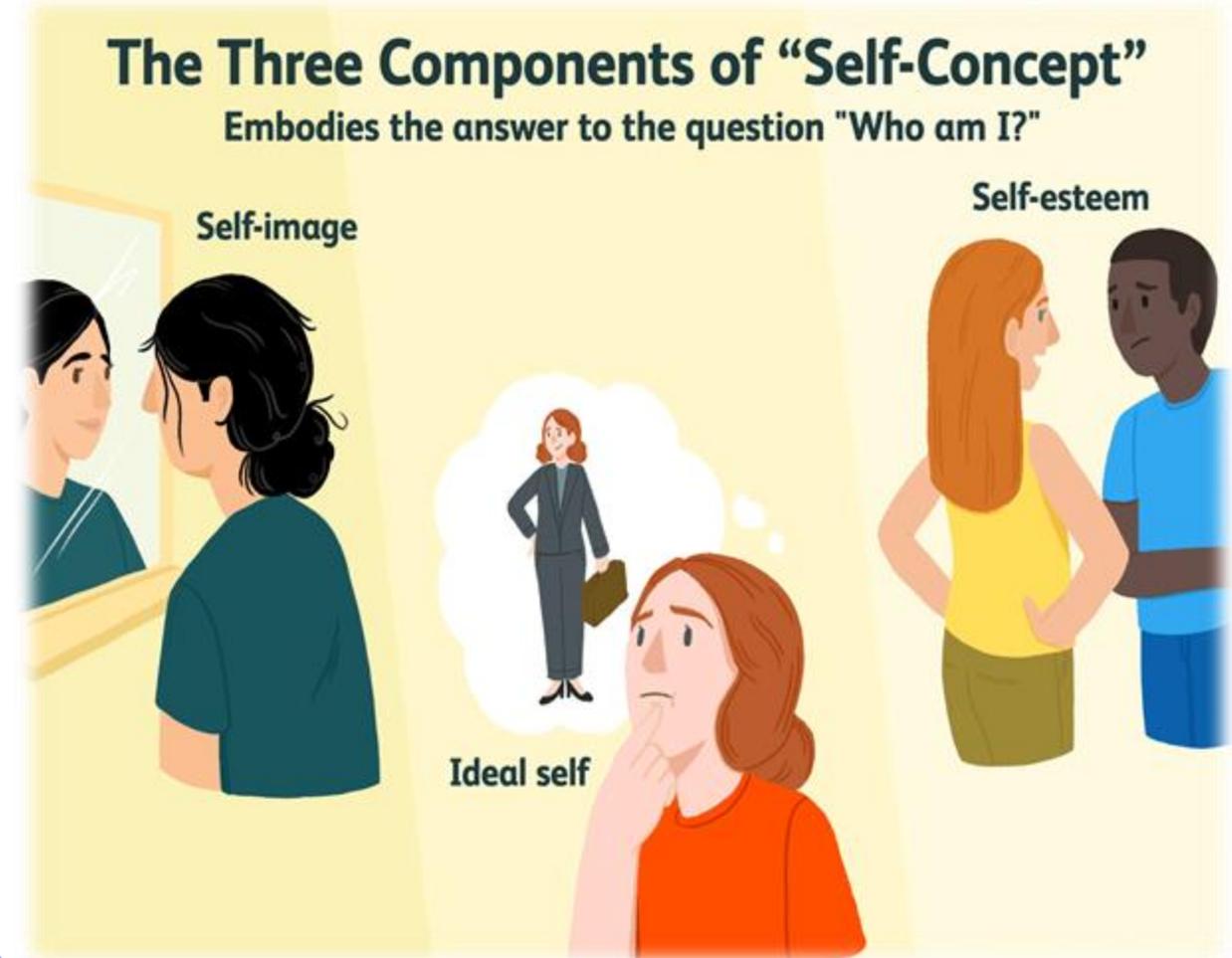
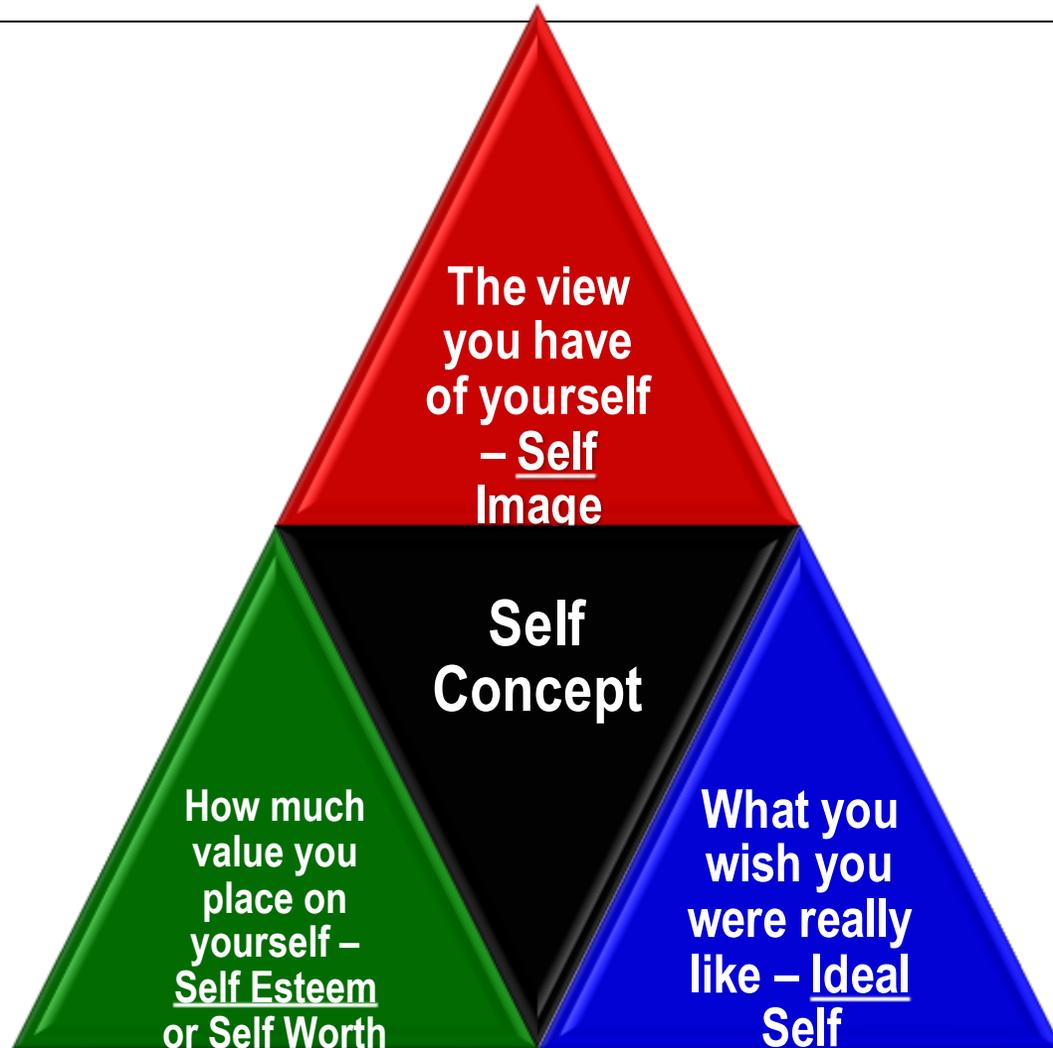


You are awareness, Awareness is another name for you

Victory Through Excellence

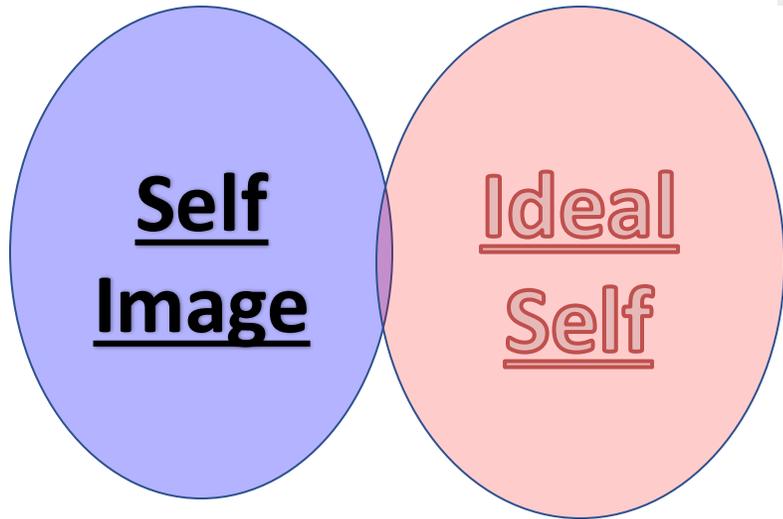


SELF CONCEPT

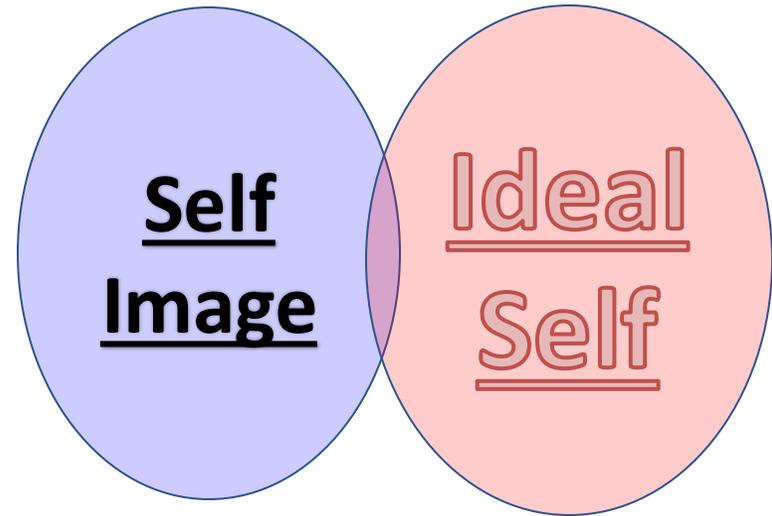




CONGRUENCE



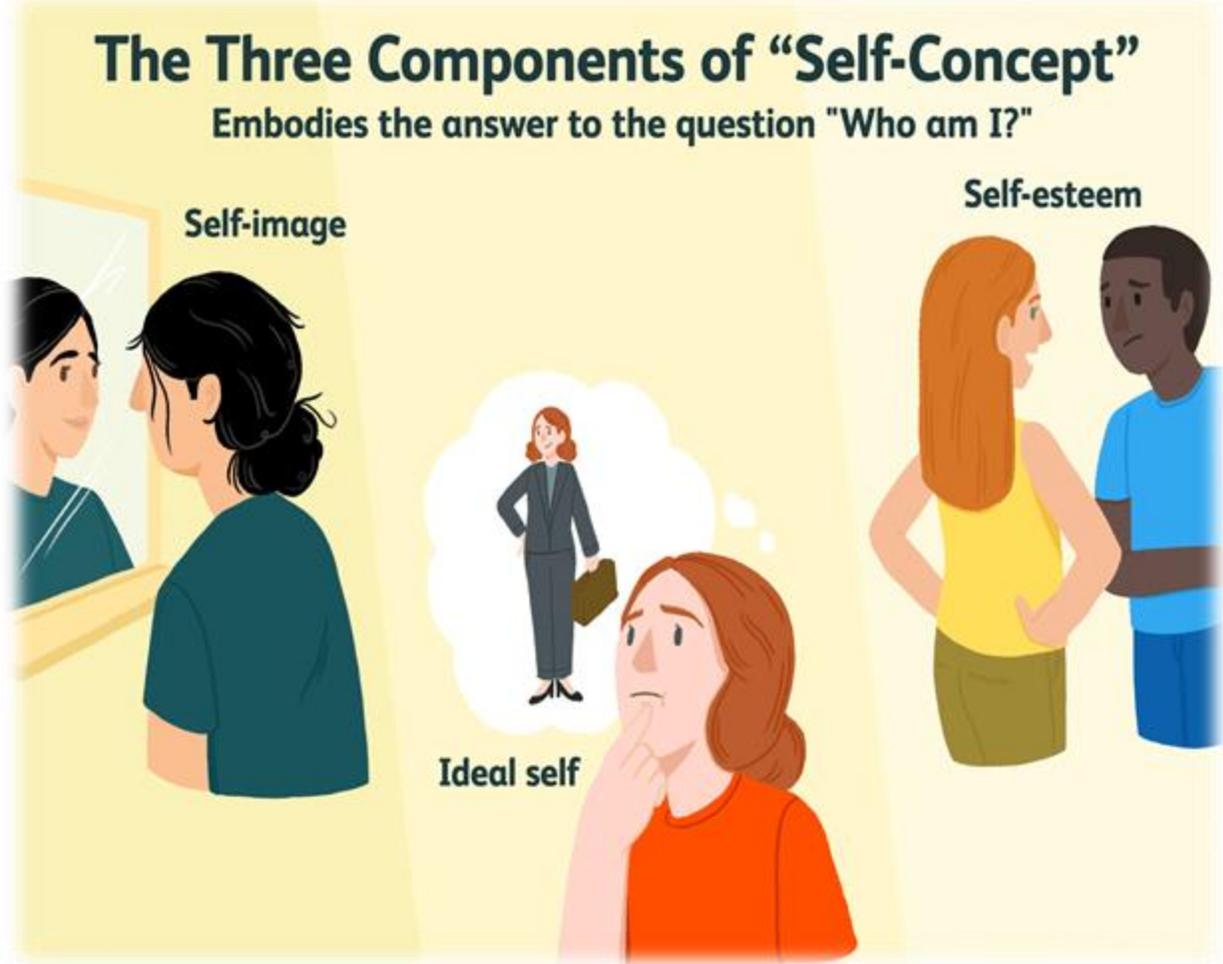
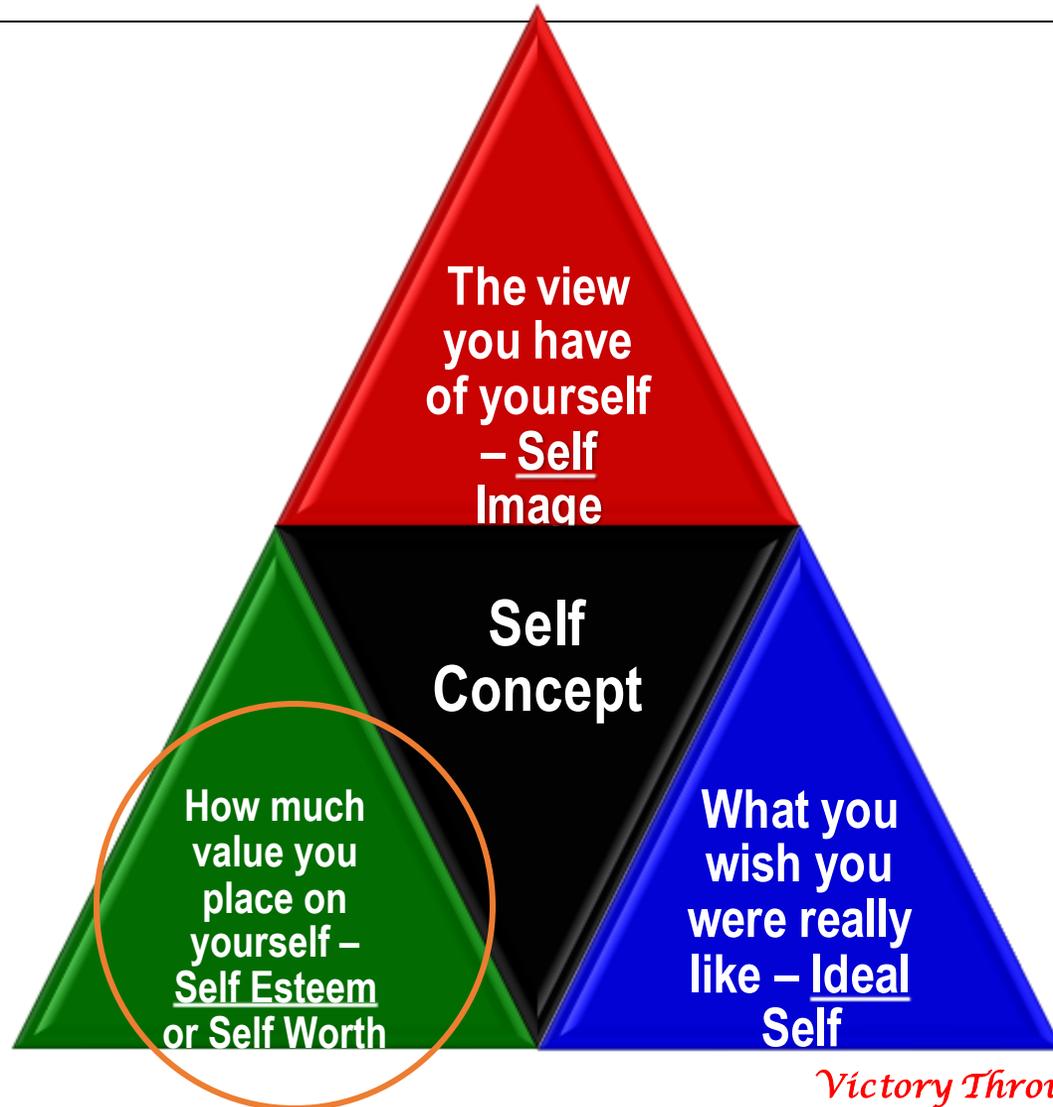
Incongruent



Congruent



SELF CONCEPT

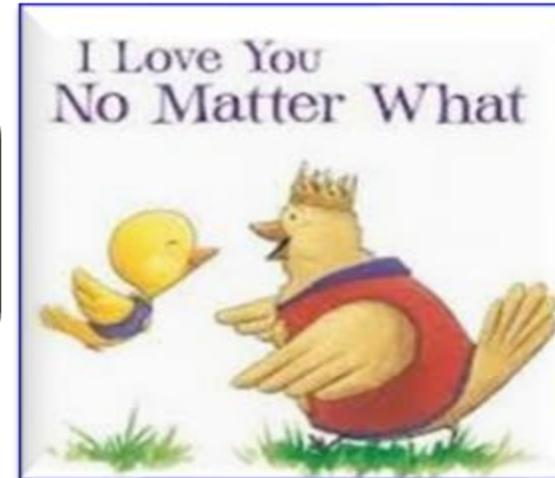


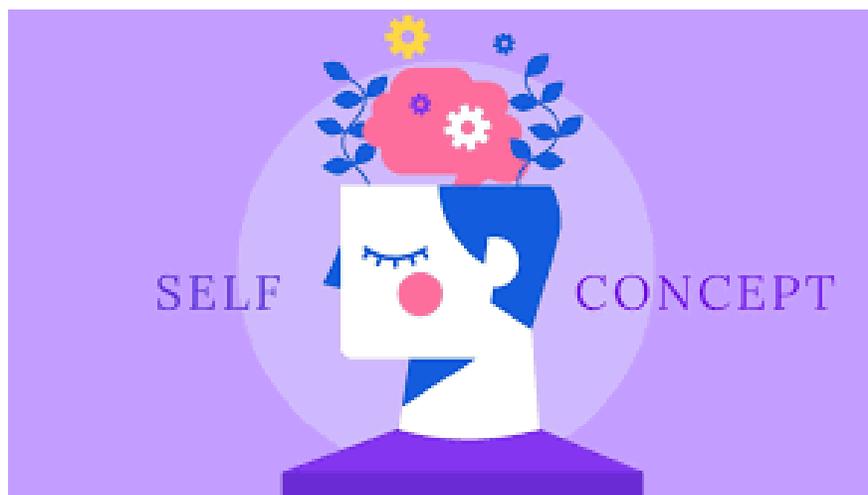


DEVELOPMENT OF SELF-CONCEPT

Regard

- Unconditional Positive
- Conditional Positive
- Unconditional Negative
- Conditional Negative





SELF CONCEPT SCALE



SELF CONCEPT

- **Instrument No 1**
- **51 Statements – 5 possible responses for each**
- **Select one response to each**
- **Scoring**
 - ✓ **Positive Statements: 5 to 1**
 - ✓ **Negative Statements: 1 to 5**
 - ✓ **Max score 255**



SELF CONCEPT SCALE

Constructs	Item Numbers	Total
Health & Sex Appropriateness	6P, 20P, 29N, 32N, 34N, 46P	
Abilities	4P, 8P, 12N, 23N, 36P, 38N, 39N, 42P	
Self Confidence	7P, 9P, 14N, 16N, 44P	
Self-Acceptance	2P, 10N, 17N, 35N	
Worthiness	1P, 3N, 19N, 25P, 27P, 41N, 48P	
Present, Past & Future	18P, 22P, 26N, 31N, 40P	
Beliefs & Convictions	24N, 47P, 49P	
Feelings of Shame & Guilt	5N, 13N, 28N, 30N, 50N	
Sociability	33P, 37P, 43P, 45N	
Emotion	11N, 15N, 21N, 51N	

Positive Statements = 5 to 1
Negative Statements = 1 to 5

___/255

___%

- >70% (179)
- 60-70% (153-178)
- <60%(152)



SELF-CONCEPT

Determines

**Adjustment
to life**

**Direction &
intensity of
behaviour**

**Stability &
social
status**



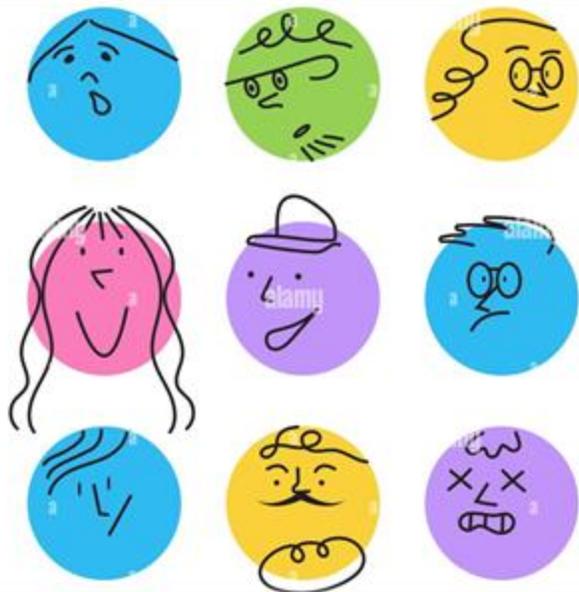


PERSONALITY TYPES



MYERS BRIGGS TYPE INDICATOR (MBTI)

**YOUR
SECRET
SELF**



Time: 3 Minutes

32 Words: Every word twice in paired comparison

Score for each letter will range from 0 to 4

Four Letters represent your Personality Type

Reflective Sociable	Detached Humane	Open Structured
Practical Conceptual	Specific General	Gregarious Deep
General Practical	Firm Involved	Sociable Deep
Flexible Planned	Involved Detached	Planned Open
Humane Firm	Conceptual Specific	Reflective Gregarious
	Structured Flexible	



MBTI

Count how many times you circled the words social or gregarious	_____E
Count how many times you circled the words reflective or deep	_____I
Count how many times you circled the words practical or specific	_____S
Count how many times you circled the words conceptual or general	_____N
Count how many times you circled the words involved or humane	_____F
Count how many times you circled the words detached or firm	_____T
Count how many times you circled the words flexible or open	_____P
Count how many times you circled the words planned or structured	_____J

Four-letter result code: INTJ / ENFP / ESFJ / ISTP...



MBTI



Developed by mother-daughter duo of Katharine Briggs & Isabel Briggs-Meyer

Based on Carl Jung's 16 personality types



Seemingly random behaviour is actually quite orderly & consistent & is based on preferences of individuals in perception & judgement

Four psy functions – sensation, intuition, feeling & thinking

Extrovert v/s Introvert
Judger v/s Perceiver
Sensor v/s Intuitor
Thinker v/s Feeler





INTROVERT

- Reflective, Deep
- Internally focused
- Who think before speaking
- Gets energy from inside

EXTROVERT

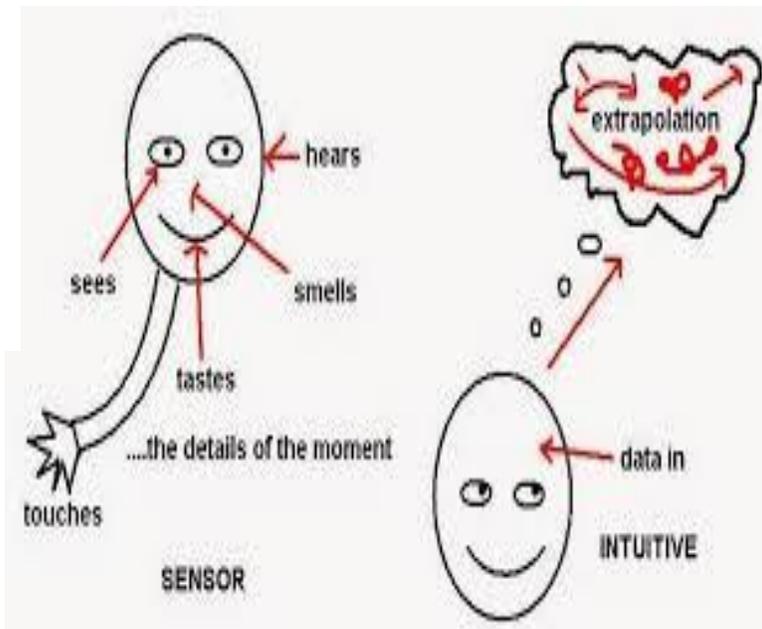
- Sociable, Gregarious
- Externally focused
- Speaks before thinking
- Gets energy from outside

SOURCE OF ONE'S ENERGY
Favourite World – Internal or External?



SENSOR

- Practical
- Realistic
- Factual
- Specific in info gathering

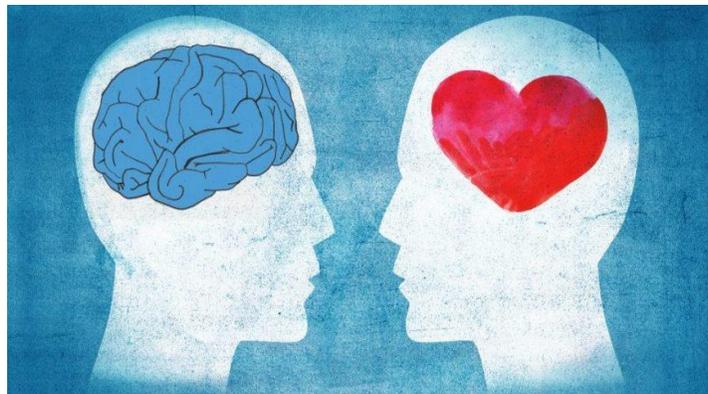


INTUITOR

- Conceptual
- Theoretical
- General
- Random in info gathering

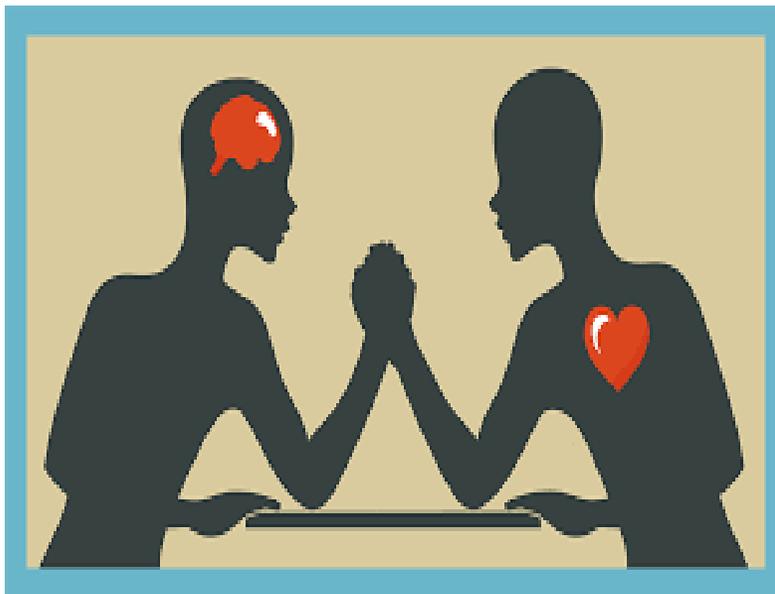
HOW ONE GATHERS INFO

Basic or Interpreted (added meaning)?



THINKER

- Firm, Clear
- Just
- Makes own decisions – detached in decision making
- Task Oriented

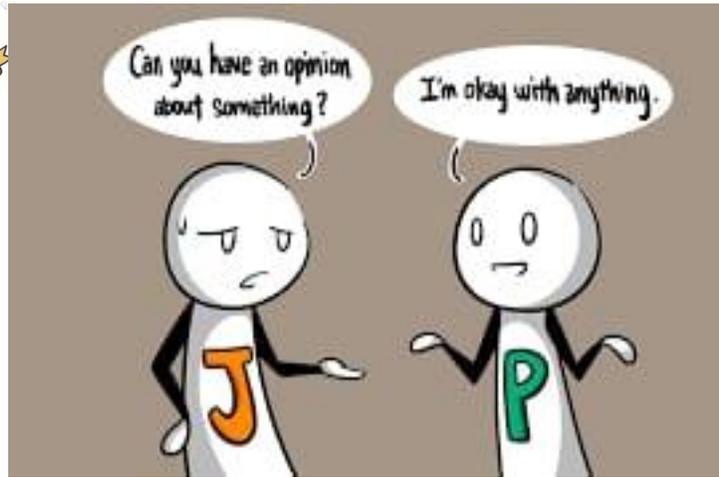


FEELER

- Humane, Person oriented
- Harmonious
- Subjective process
- Using inputs from several people

HOW ONE MAKES DECISION

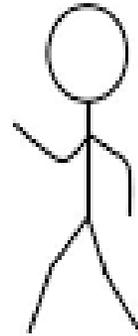
Based on logic & consistency or on people & circumstances?



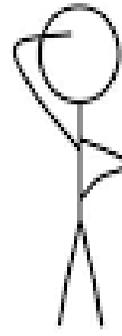
JUDGER

- Emphasise on control, planning, structure & schedule in their lives
- Similar to autocratic leader

JUDGERS AND PERCEIVERS



Judgers
like to plan
and act first



Perceivers
like to explore
and respond

PERCEIVER

- Adaptable & Flexible
- Spontaneous
- Open
- Similar to democratic leader

HOW ONE DEALS WITH ENVT

As per plan or stay open to new info & options?



ISTJ

Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

ISFJ

Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

INFJ

Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

INTJ

Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

ISTP

Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

ISFP

Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

INFP

Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

INTP

Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

16personalities.com

E

Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

NTP

Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

ESTJ

Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

ESFJ

Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

ENFJ

Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

ENTJ

Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

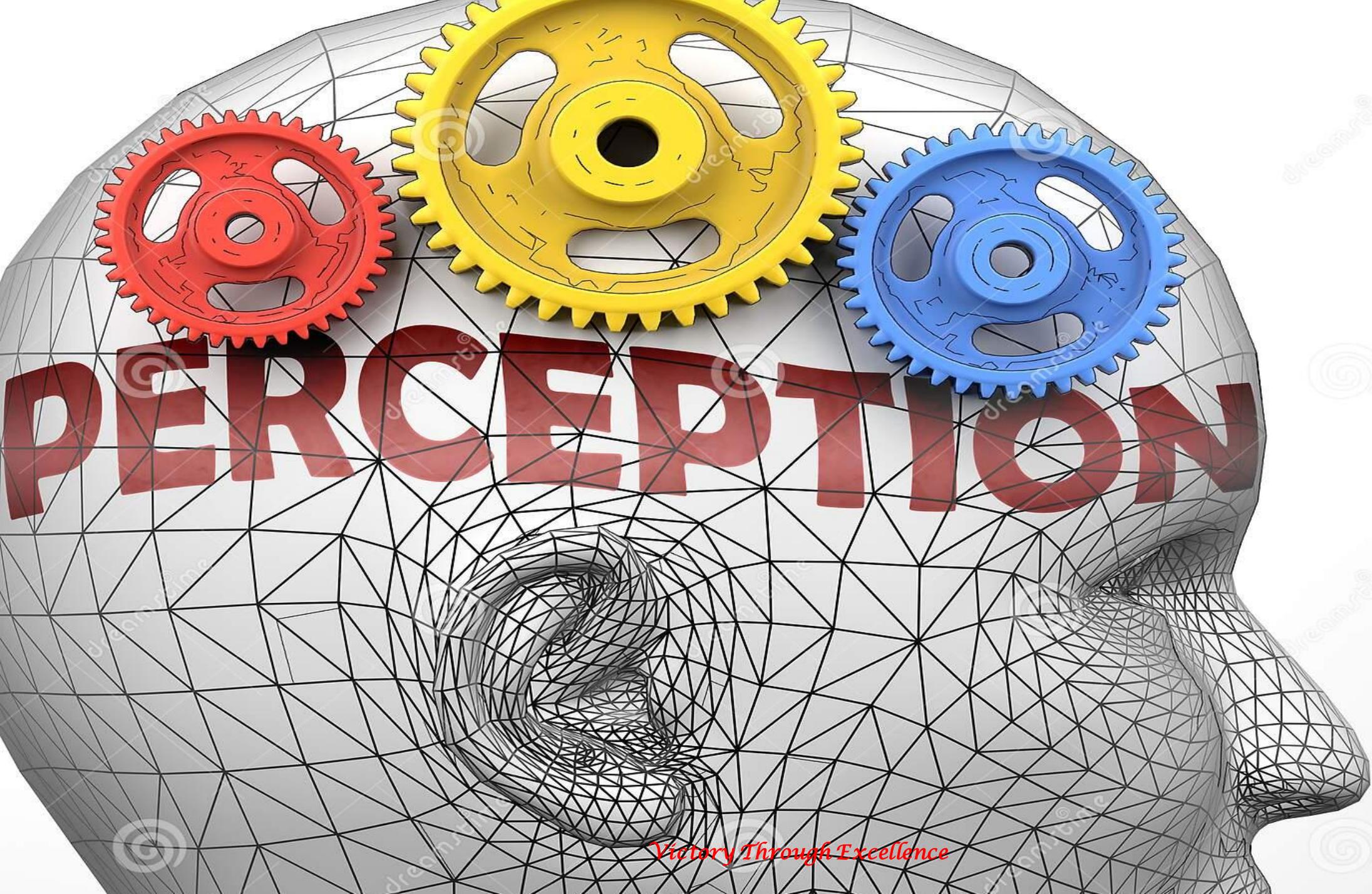




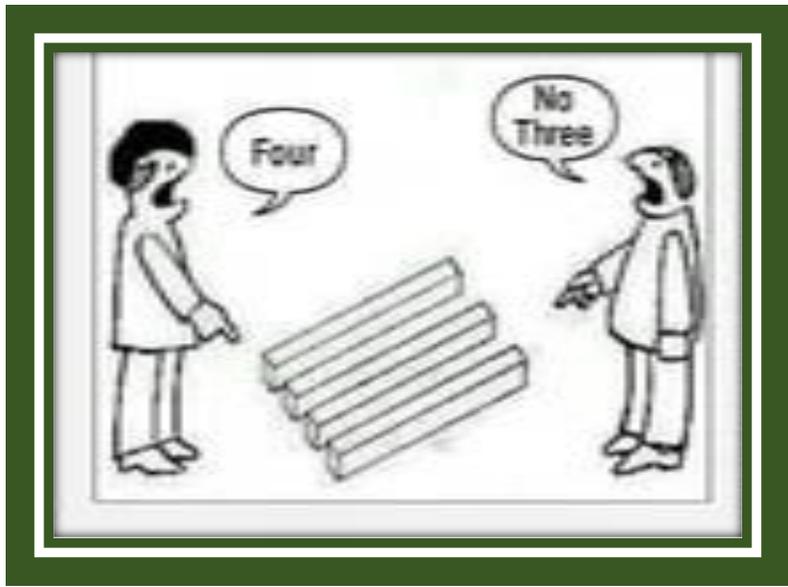
OCCUPATIONAL TRENDS BY TYPE

<p>ISTJ Management Administration Law enforcement Accounting</p>	<p>ISFJ Education Health care Religious settings</p>	<p>INFJ Religion Counseling Teaching Arts</p>	<p>INTJ Scientific or technical fields Computers Law</p>
<p>ISTP Skilled trades Technical fields Agriculture Law Enforcement Military</p>	<p>ISFP Health care Business Law enforcement</p>	<p>INFP Counseling Writing Arts</p>	<p>INTP Scientific or technical fields</p>
<p>ESTP Marketing Skilled trades Business Law enforcement Applied tech</p>	<p>ESFP Health care Teaching Coaching Childcare worker Skilled trades</p>	<p>ENFP Counseling Teaching Religion Arts</p>	<p>ENTP Science Management Technology Arts</p>
<p>ESTJ Management Administration Law enforcement</p>	<p>ESFJ Education Health care Religion</p>	<p>ENFJ Religion Arts Teaching</p>	<p>ENTJ Management Leadership</p>





Victory Through Excellence



PERCEPTION

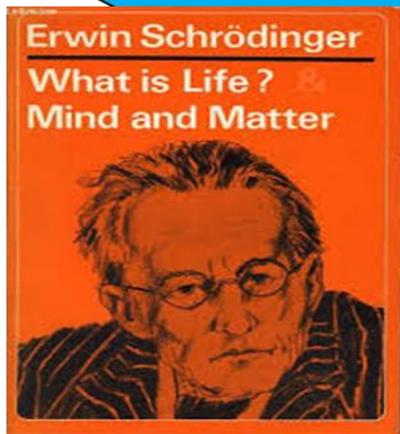




CulturePub.fr

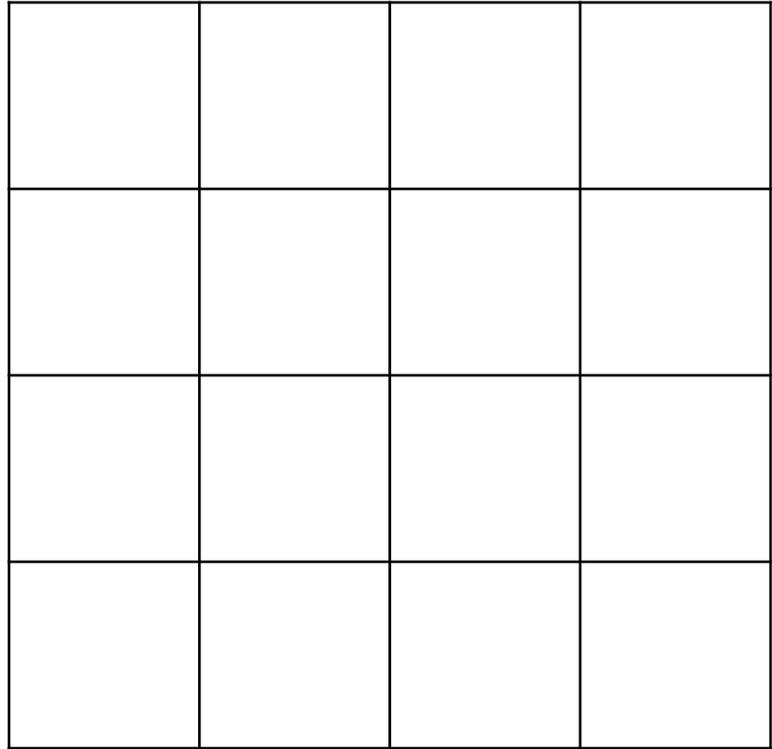


**Every man's world picture is &
always remains
a construct of his mind
&
cannot be proved
to have any other existence.
- *Erwin Schrödinger***





EYE OF THE BEHOLDER



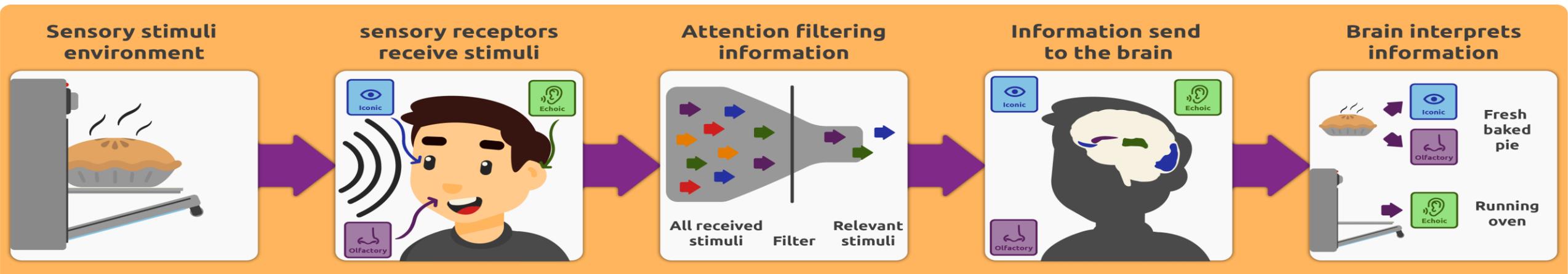
HOW MANY SQUARES?



PERCEPTION



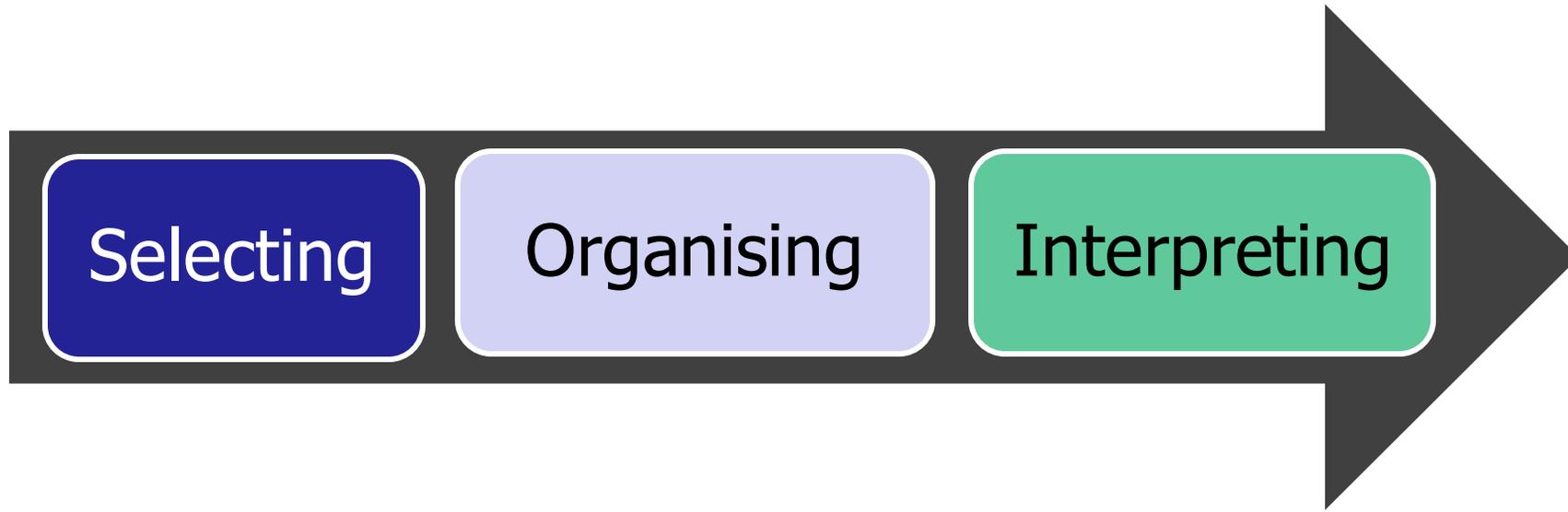
Receiving, **Selecting, Organising,**
Interpreting, Directing & Reacting
to sensory stimuli or data



The process operates constantly between reality & us.



PERCEPTUAL PROCESS



- Selecting the stimuli relevant at a given time
- Organising the selected stimuli, converting them into meaning
- Interpreting to draw out inference from perceived events or objects

Resultant behaviour is the observable output



FACTORS INFLUENCING SELECTION



Internal factors

- Need / motive
- Background
- Experience
- Personality

External factors

- Intensity
- Size
- Contrast
- Repetition
- Movement
- Novelty
- Familiarity



FACTORS INFLUENCING SELECTION



Internal factors

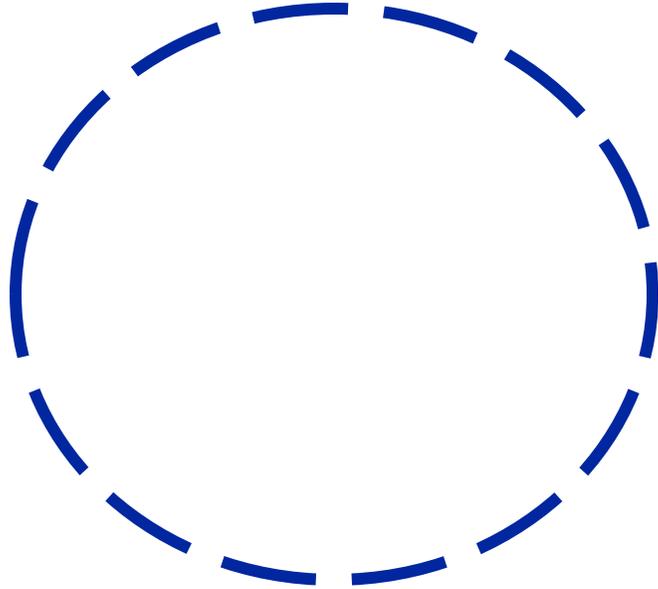
- **Need / motive**
- **Background**
- **Experience**
- **Personality**
- **Self-acceptance**

External factors

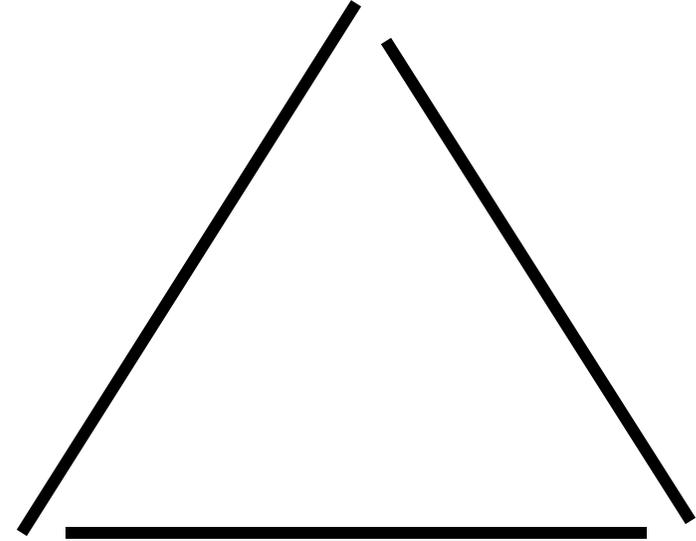
- **Intensity**
- **Size**
- **Contrast**
- **Repetition**
- **Movement**
- **Novelty**
- **Familiarity**



PRINCIPLES OF GROUPING



CLOSURE



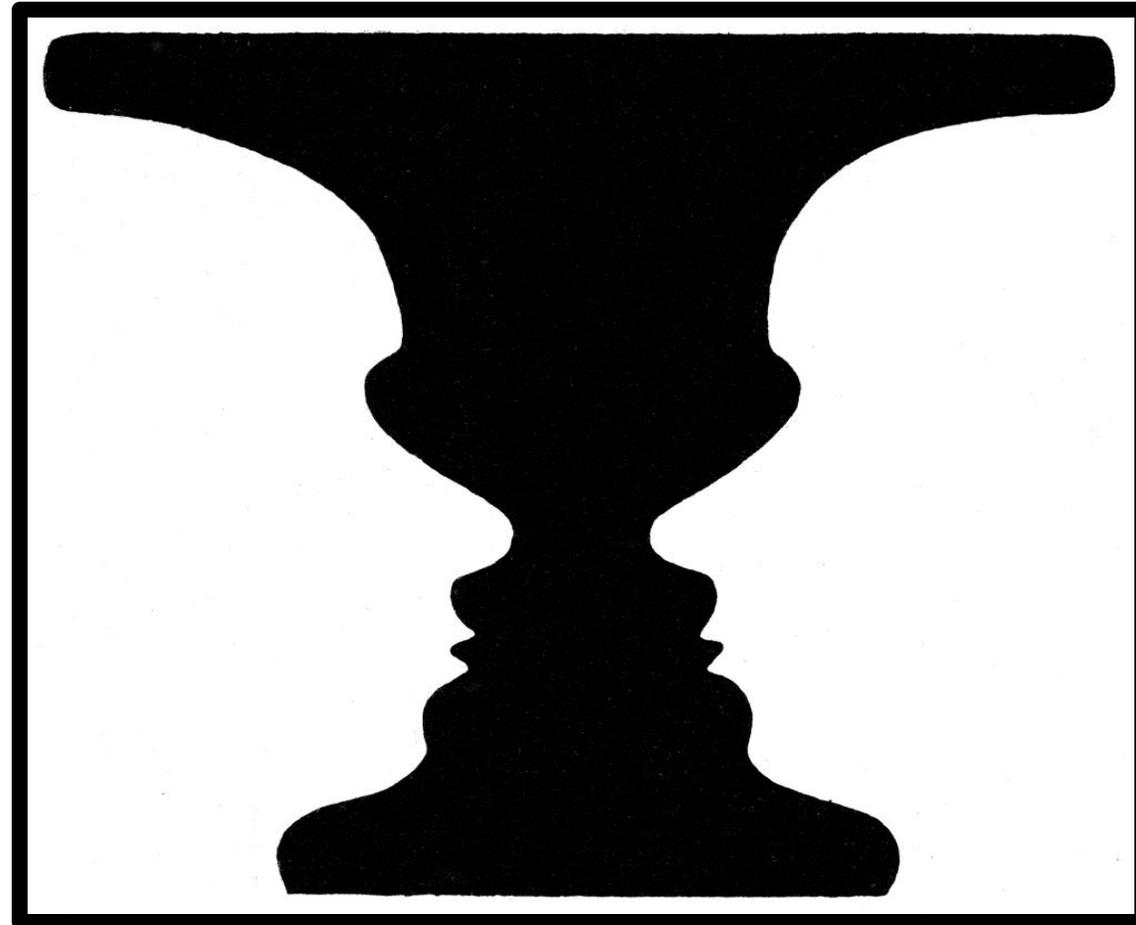
SCIENCE



METHODS OF ORGANISING – FIGURE GROUND



Based on significance / insignificance





INTERPRETATION

- **Interpretation of perceived events / objects**
 - **Inferring from the organised stimuli**
- **Subjective & judgmental**
- **Leads to direction and behaviour**



PERCEPTUAL ERRORS



- **Stereotyping.** Labelling and judging individuals based on characteristics of group



PERCEPTUAL ERRORS



Victory through Excellence

- **Perceptual Defence.** Screening uncomfortable stimuli, such as conflicting new info

Deny..... Distort..... Make exception

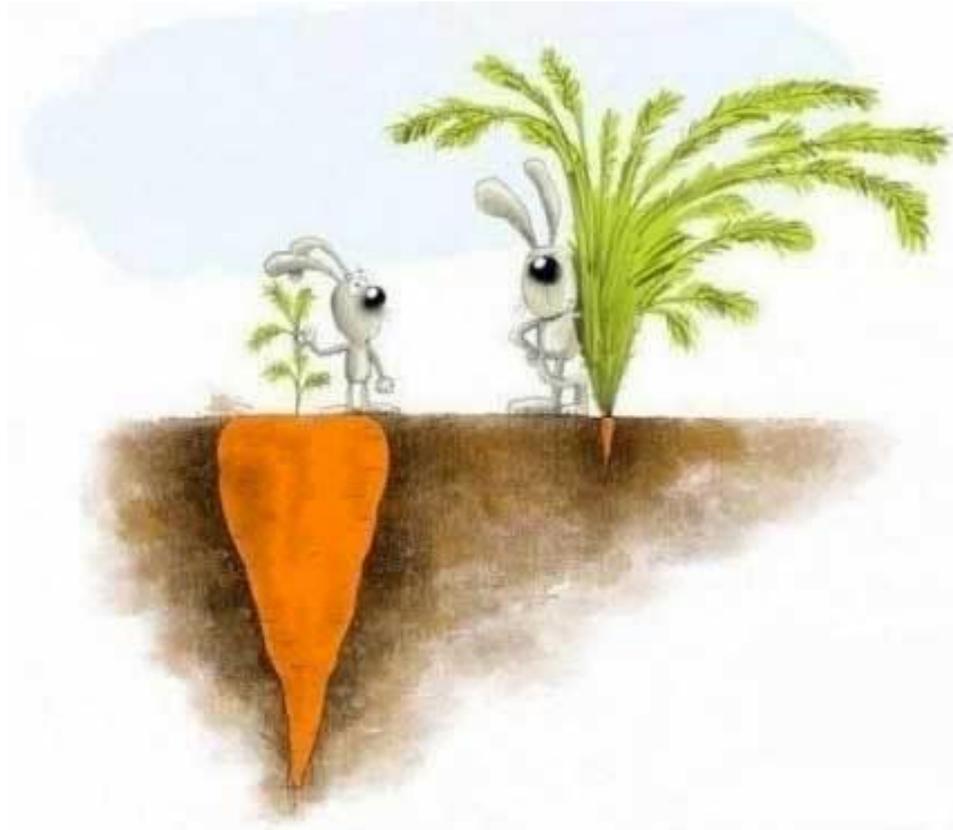
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INTERPRETATION ERRORS



- Halo/ Horn Effect. Using a single trait to draw wider/ general impression





INTERPRETATION ERRORS



- Projection. Ascribing own fears, feelings, thoughts & prejudices on others

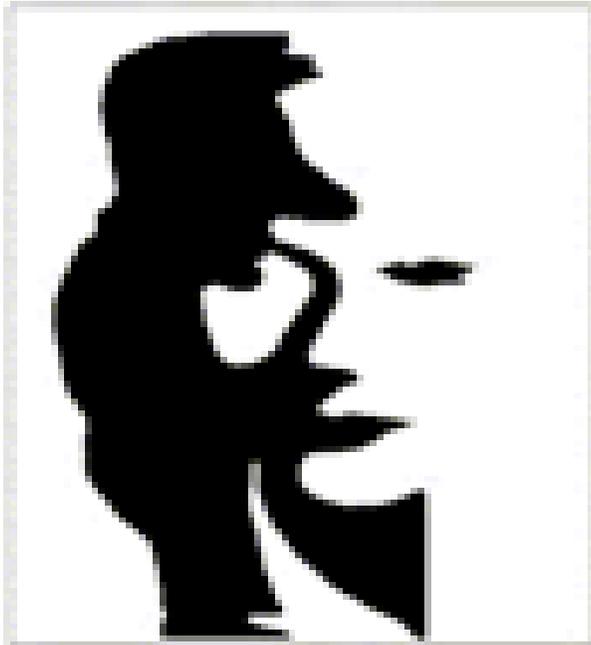




INTERPRETATION ERRORS



- Expectation. We perceive what we expect to see

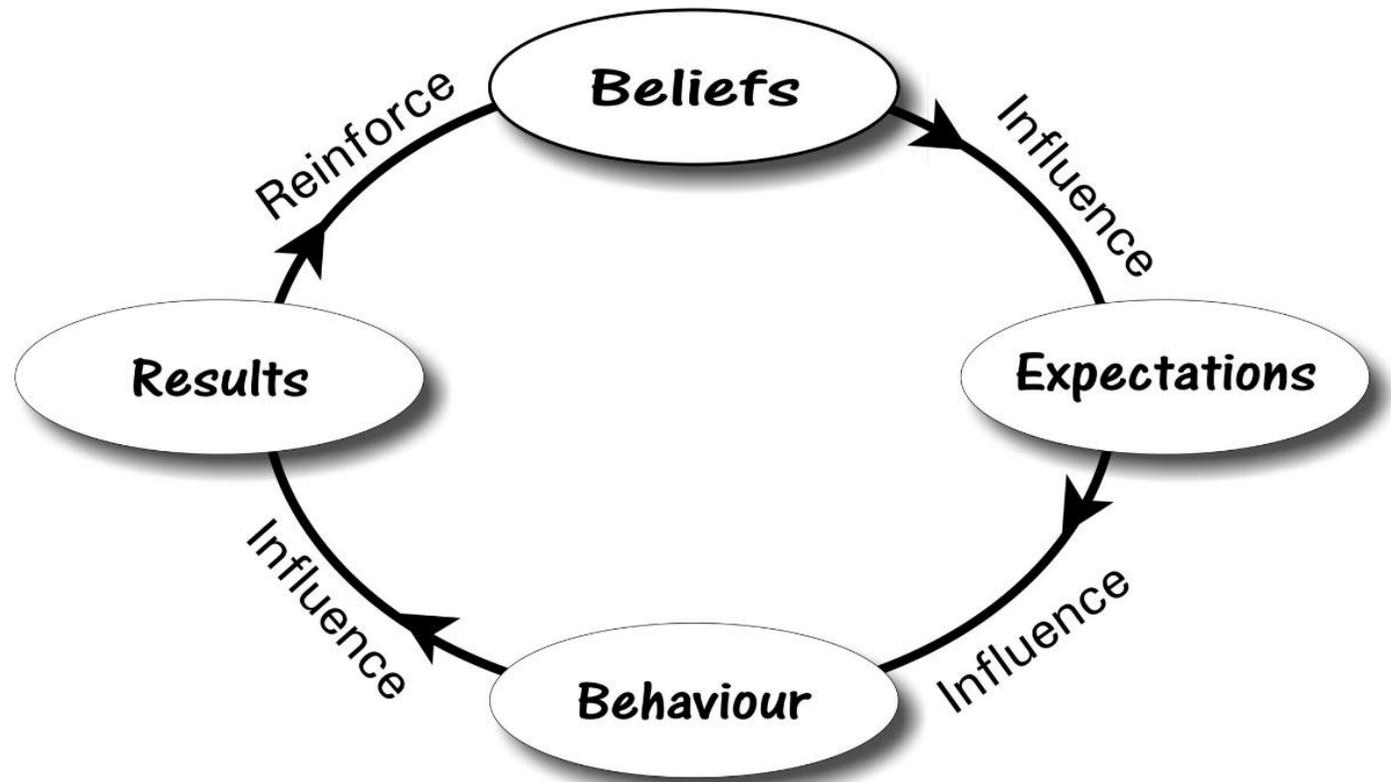




INTERPRETATION ERRORS



- Self-fulfilling Prophecy. Labelling/ Pygmalion Effect
 - **Virtuous Cycle**
 - **Vicious Cycle**

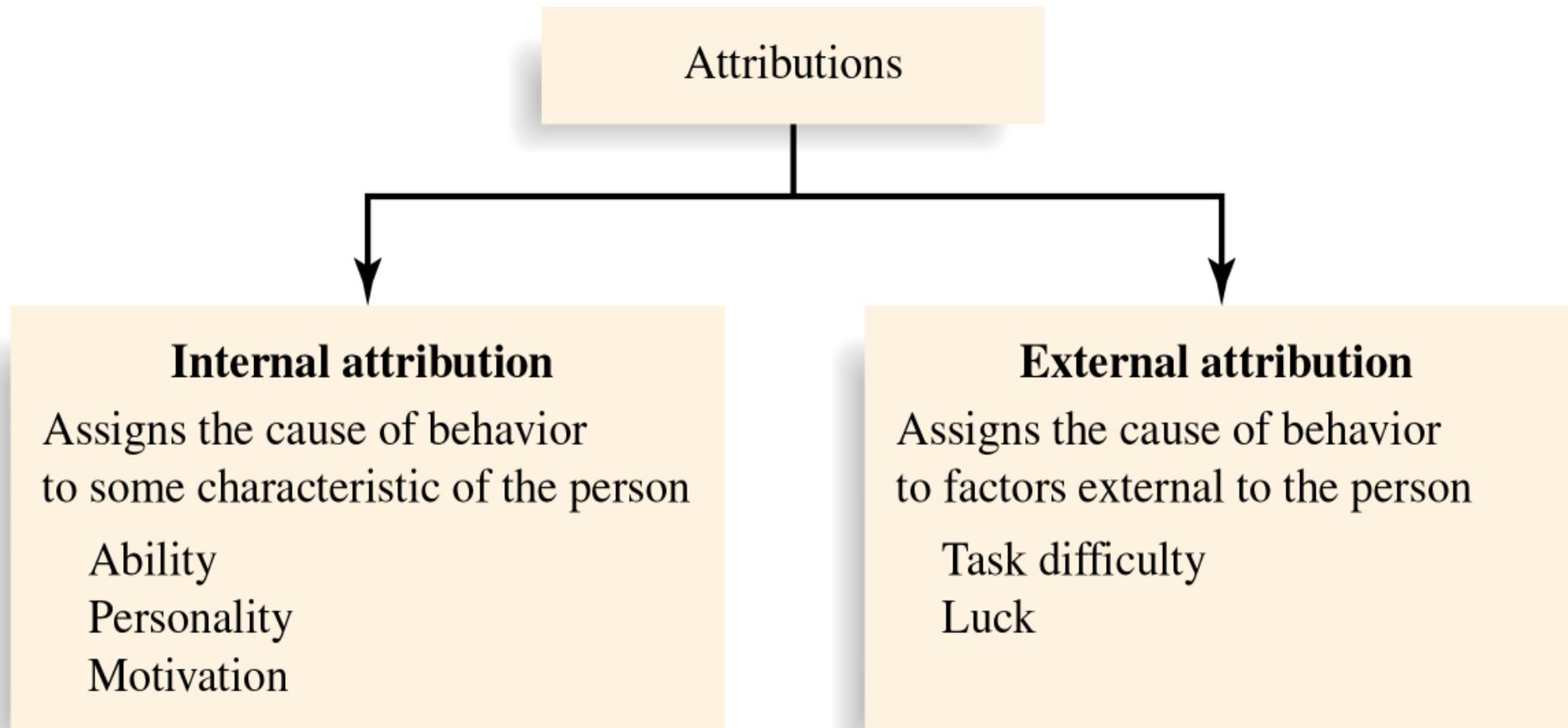




INTERPRETATION ERRORS



- Attribution. Explanation for behaviour or events





MEASURES TO DEVELOP PERCEPTUAL SKILLS



Avoid perceptual distortions

Have positive attitude

Be empathetic

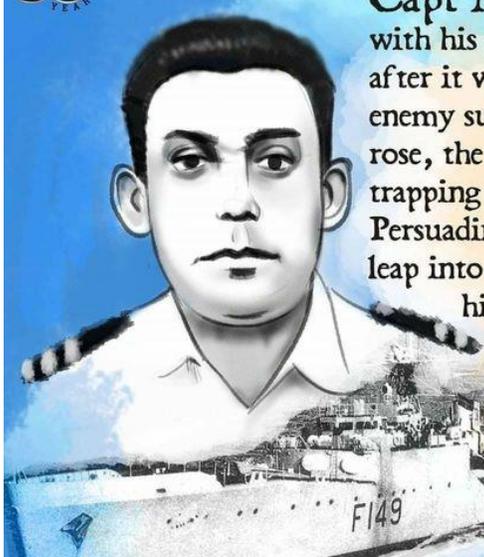
Be Rational



WHAT MADE THESE YOUNG MEN GO MUCH BEYOND THE CALL OF DUTY?



50 YEARS



Capt Mulla chose to go down with his ship, the **INS Khukri**, after it was torpedoed by an enemy submarine. As the water rose, the hatches of the ship closed trapping a number of men below. Persuading the men on deck to leap into the sea to safety, he gave his own life jacket to a sailor and was last seen standing on the bridge as the ship went down.



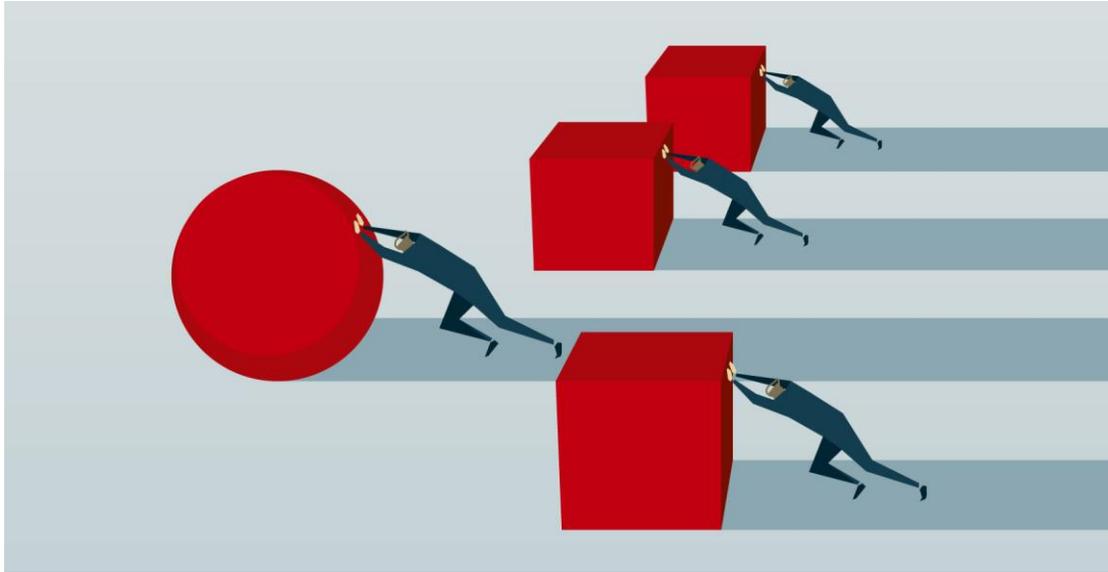
Major Somnath Sharma
(1922 - 1947)



“The enemy is only 50 yards from us. We are heavily outnumbered. We are under devastating fire. I shall not withdraw an inch but will fight to our last man and our last round.”



MOTIVATION



Self-propelling force within individuals that keeps prompting them to improve their performance and behaviour



“Motivation is the art of getting people to do what you want them to do because they want to do it.”

Dwight D. Eisenhower



THEORIES OF MOTIVATION



CONTENT THEORIES

- Maslow's Hierarchy of Needs
- Alderfer's E-R-G Theory
- Herzberg's Two-Factor Theory
- McClelland's Achievement Motivation Theory
- Pareek's Modification

PROCESS THEORIES

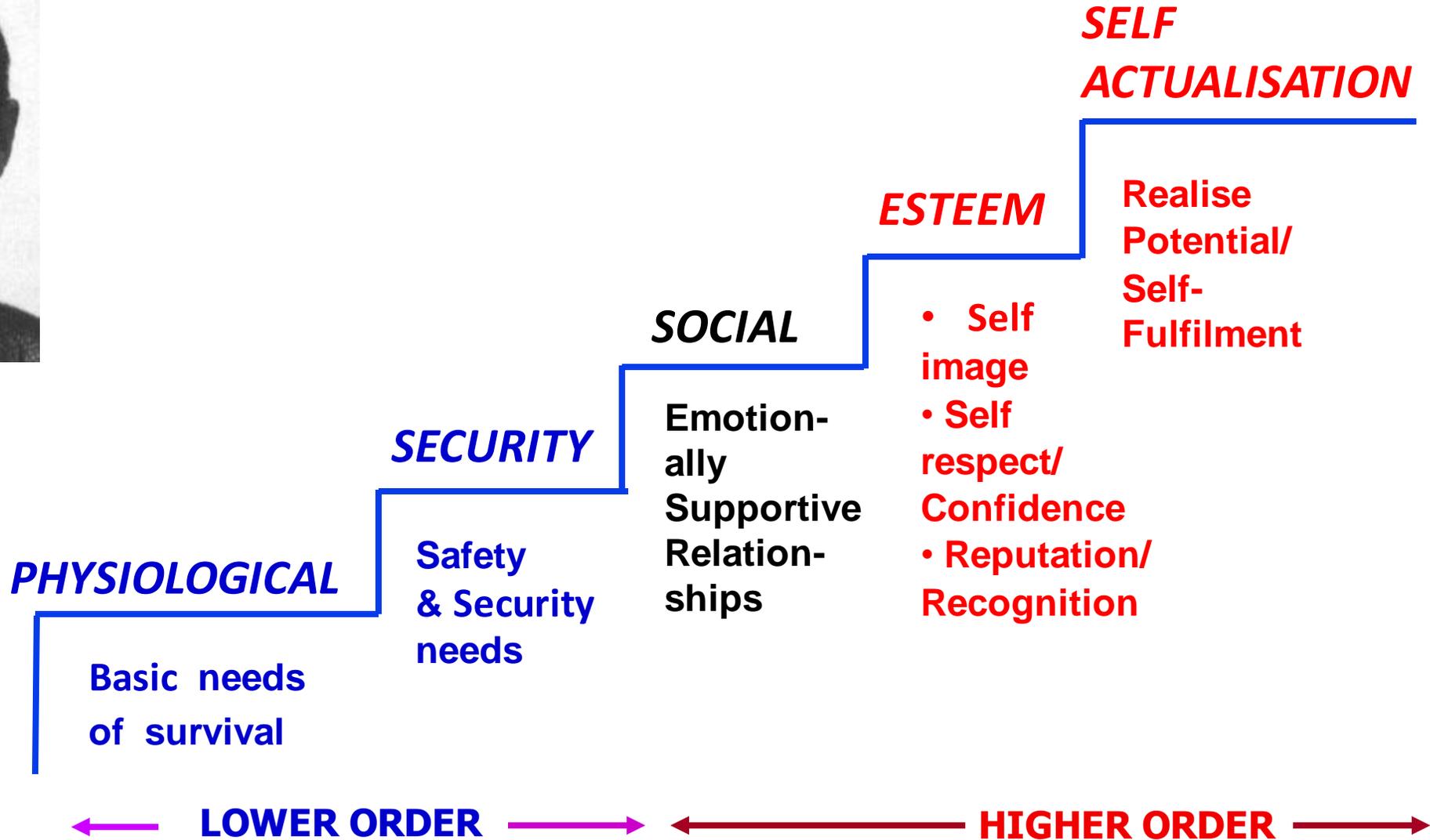
- McGregor's Theory X and Theory Y
- Vroom's Expectancy Theory
- Adam's Equity Theory



MASLOW'S HIERARCHY OF NEEDS



- AMERICAN PSYCHOLOGIST
- 1943
- STUDIED PEOPLE SUCH AS EINSTEIN, E. ROOSEVELT





MASLOW'S THEORY



Unsatisfied Needs

Needs

Behaviour



Wanting

Order

Strongest Need

Prepotency



ALDERFER'S E-R-G THEORY



- AMERICAN PSYCHOLOGIST
- 1969
- FURTHER DEVELOPED MASLOW'S HoNs

GROWTH

Desire for continued growth, devp, autonomous self fulfilling activity

RELATEDNESS

Desire to satisfy IP reln

EXISTENCE

Desire for Psychological & Material well being

> 1 need can exist at a time



Satisfaction of lower level needs not a prerequisite



Satisfaction progression ~ Maslow's theory



Frustration - Regression



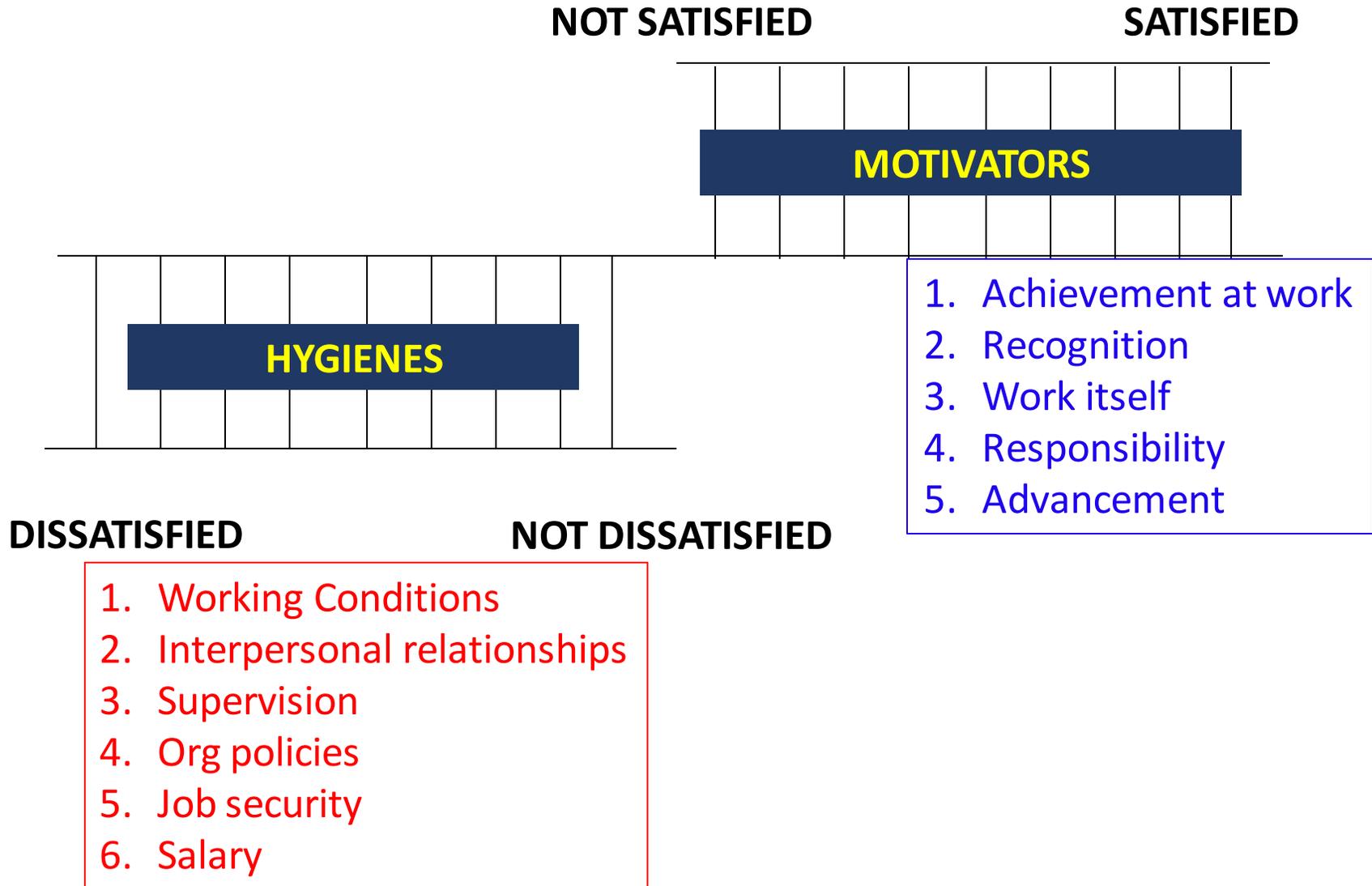
Lack of Satisfaction in one area compensated by incr in satisfaction in another area



HERZBERG'S TWO FACTOR THEORY



- AMERICAN PSYCHOLOGIST
- 1959
- ASKED PEOPLE TO DESCRIBE IN DETAIL THOSE SITUATIONS IN WHICH THEY FELT GOOD OR BAD





HERZBERG'S TWO FACTOR THEORY



HYG FACTORS

- Dissatisfaction ↔ No Dissatisfaction
- Extrinsic nature of wk
- Absence decreases motivation
(Maint factors)
- Job context

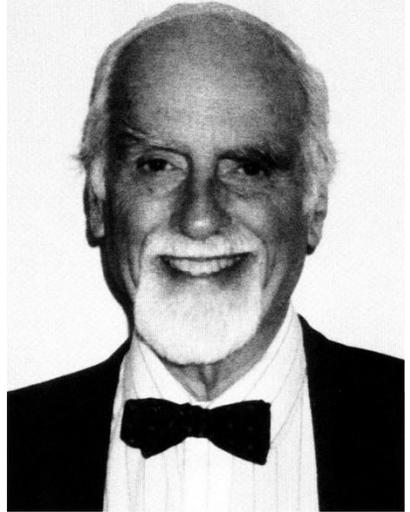
MOTIVATORS

- No Satisfaction ↔ Satisfaction
- Intrinsic nature of wk
- Presence promotes motivation
(Growth factors)
- Job content



ACHIEVEMENT MOTIVATION THEORY

(DAVID McClelland)



- AMERICAN PSYCHOLOGIST
- 1960
- 3 TYPES OF MOTIVATION BASED ON LIFE EXPERIENCES & CULTURE
- HELPS MANAGE PEOPLE INTO SUITABLE ROLES

**NEED
ACHIEVEMENT**

- Desire for significant accomplishment

**NEED
AFFILIATION**

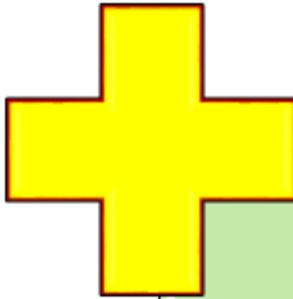
- Sense of involvement & "belonging" within a social group

NEED POWER

- Individual's imperative to be in charge



NEED ACHIEVEMENT

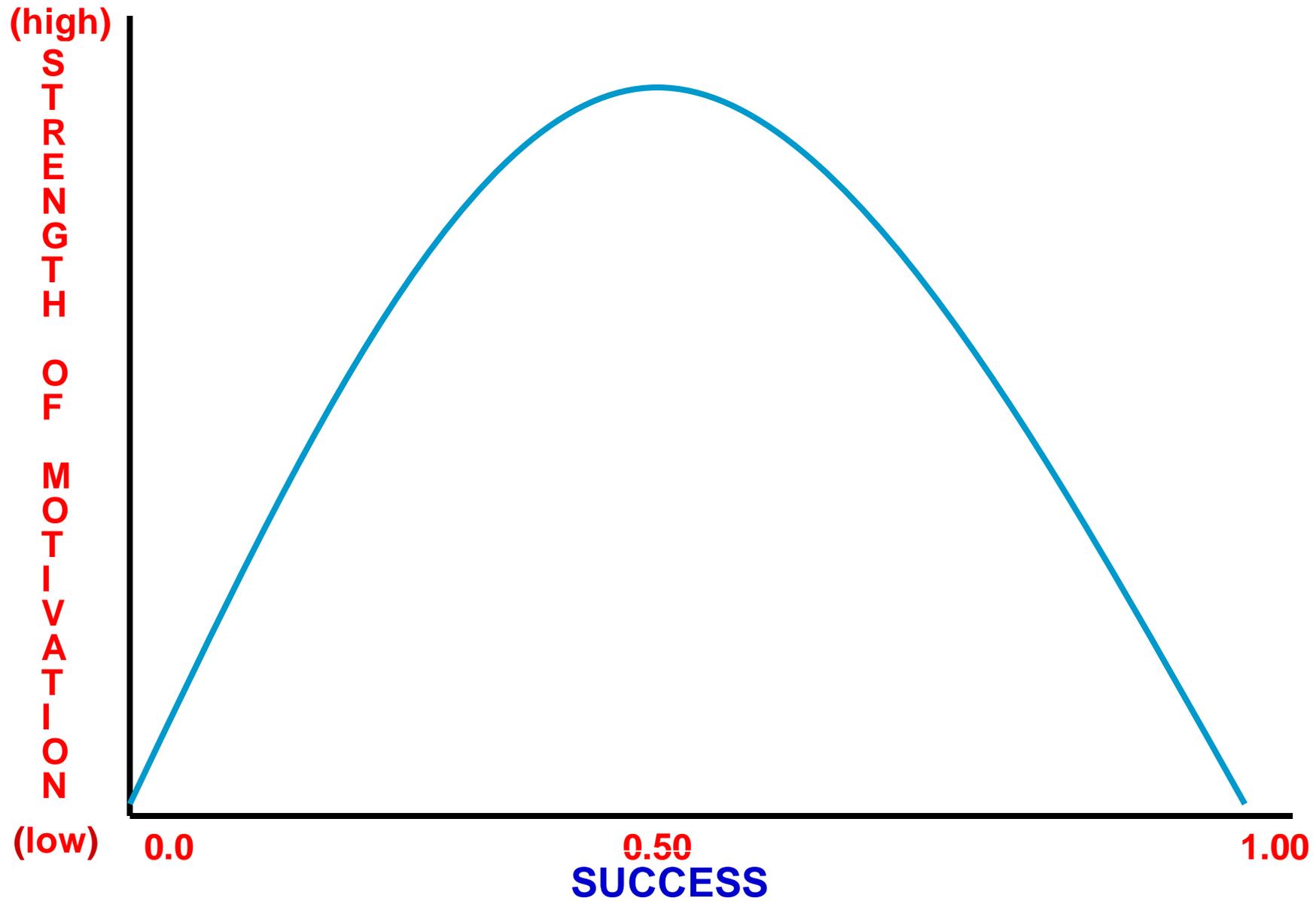


- Calculated Risks
 - High difficulty = Too Risky
 - Low difficulty = Too Easy
 - Prefer moderately difficult tasks
- Viable action plans
- Motivated by hierarchy & position
- Loner
- Workaholic
- Lacks in Subordinate Development

- NORMAL MISSIONS
- NON-LEADERSHIP ROLES

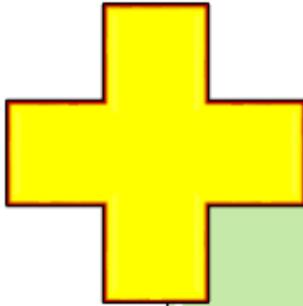


PROBABILITY OF SUCCESS





NEED AFFILIATION



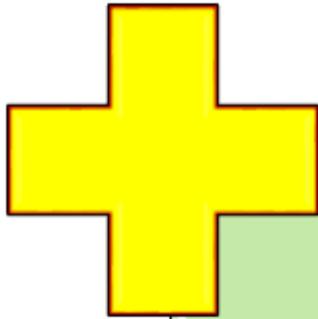
- **Helpful**
- **Spends time in meetings, parties, gatherings**
- **Cares a lot about team harmony**
- **Adequate interpersonal competence**

- **Low task orientation**
- **Makes many exceptions in handling of pers cases**
- **Reject competition, favor collaboration**
- **Not likely to prove a successful commander**

- **RELATIONSHIP ORIENTED TASKS**



NEED POWER



- Leads all the way
- Forceful
- Max time in winning
- When used for benefit of org, very useful
- Devp subordinates
- Balanced behaviour

- Provocative/ Argumentative
- Hard-headed/ Autocratic
- Desire to impress/ influence – makes them unwanted in gp
- Usually a talkative bore – Public speaker
- Zero sum approach

- HIGH MANAGEMENT POSITIONS
- LEADERSHIP ROLES



PAREEK'S MOD OF ACHIEVEMENT THEORY



- INDIAN ACADEMICIAN (IIMA), AUTHOR
- 1960S
- MODIFICATION OF ACHIEVEMENT THEORY

Need Dependency

Need Rigour/ Achievement

Need Extension

- **Willingness to sacrifice for common good & welfare of the group**

DEVELOPMENT = (ACHIEVEMENT M. x EXTENSION M.) – DEPENDENCE M.



DOUGLAS MCGREGOR'S THEORY



DOUGLAS MCGREGOR

- American Management Professor, also taught at IIM Calcutta
- 1960s
- Student of Abraham Maslow
- Book 'The Human Side of Enterprise' (1960), proposed that manager's assumptions about human nature and behavior determined how they manage their employees

THEORY X

- Work inherently distasteful
- Most people are not ambitious, have little desire for resp & prefer to be directed
- Most people have little capacity for solving org problems
- People must be closely controlled & often coerced

THEORY Y

- Work is as natural as play, if conditions are favourable
- Self control is indispensable in achieving org goal
- The capacity for solving org problems is widely distributed in population
- People can be self directed & creative at work, if properly motivated

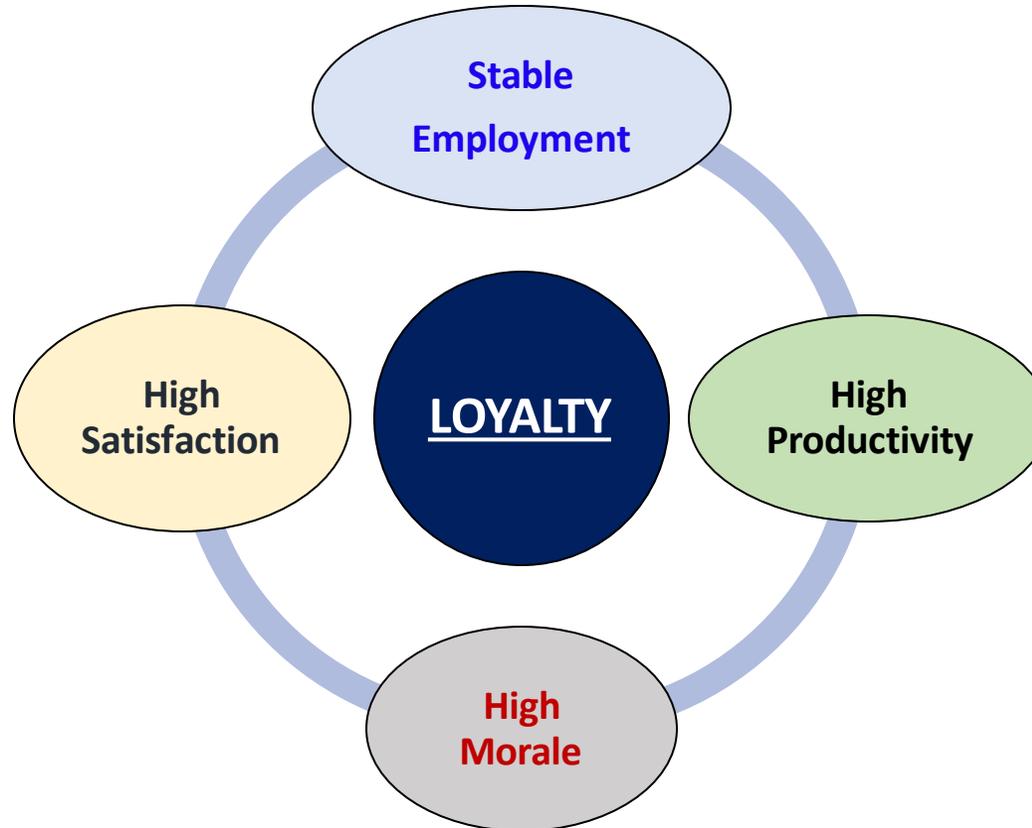


THEORY Z



WILLIAM OUCHI

- American Professor & Author
- 1980s
- Japanese Management Style



During 1980s

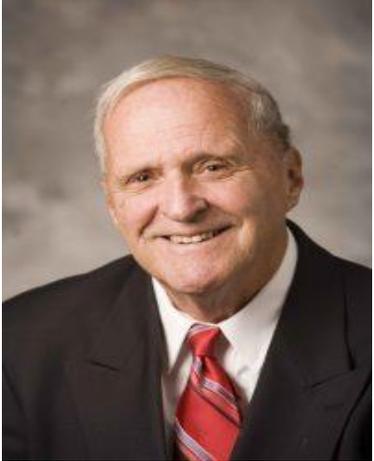
Japan was known for highest productivity anywhere in world
American productivity had fallen drastically

Tenets : -

- **STRONG ORGANISATIONAL PHILOSOPHY & CULTURE**
- **LONG TERM STAFF DEVP & EMPLOYMENT**
- **PARTICIPATIVE DECISION MAKING**
- **IMP OF GENRALISATION AND JOB ROTATION**
- **CONCERN**
- **INFORMAL CONTROL & FORMAL ASSESSMENT**
- **BALANCE BETWEEN INDIVIDUAL & TEAM**

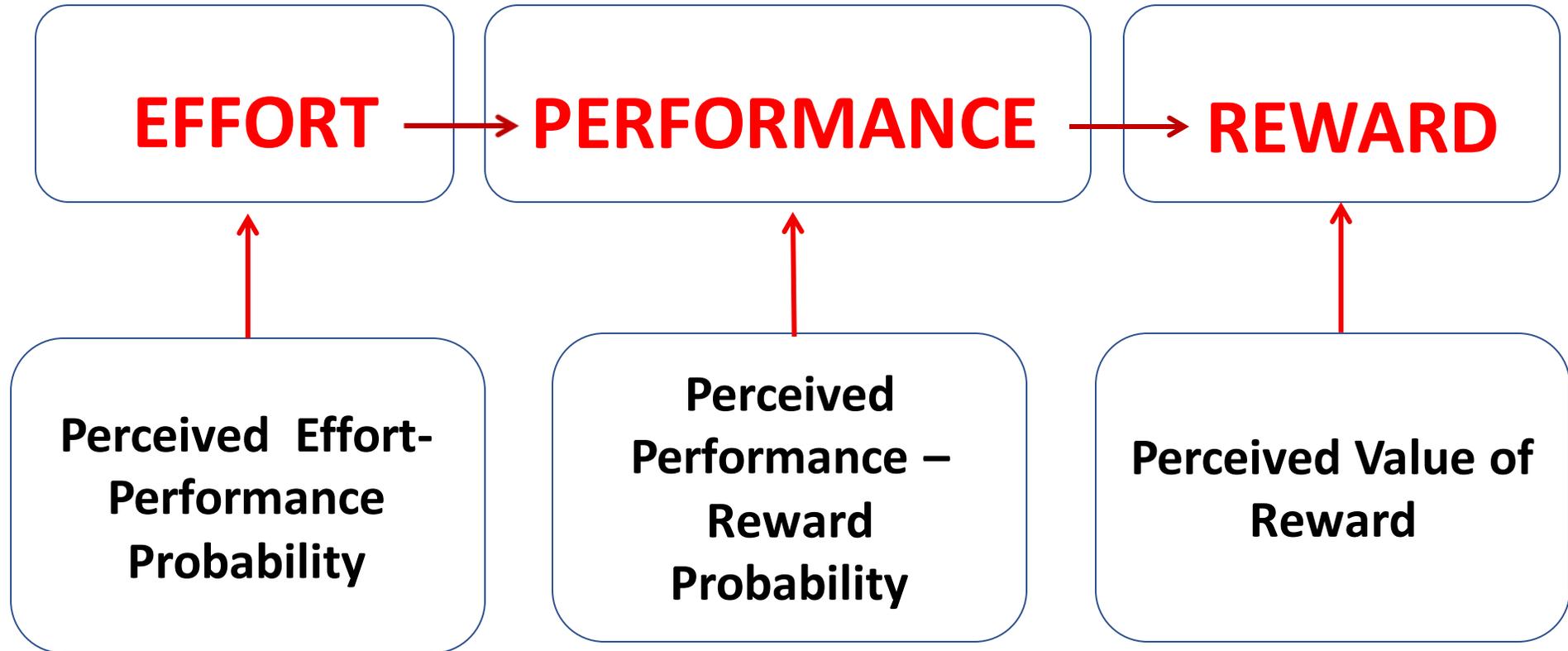


V VROOM'S EXPECTANCY THEORY



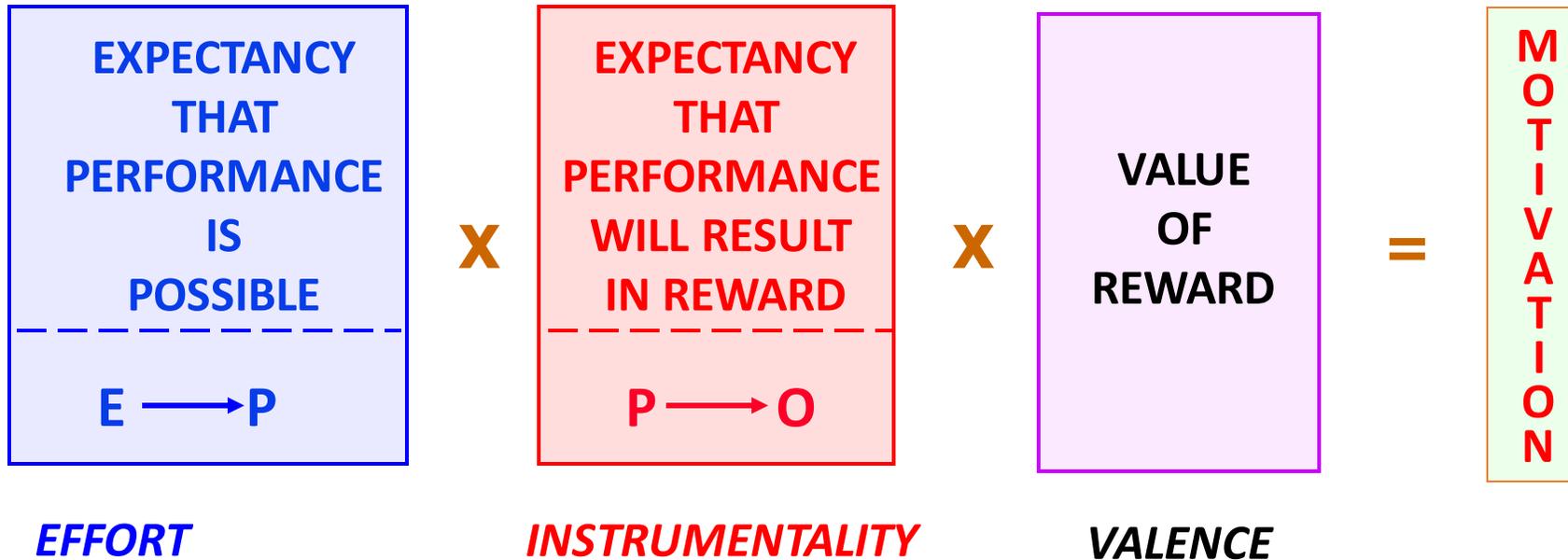
VICTOR HAROLD VROOM

- American Professor & Motivation Theorist
- 1964s
- Defined motivation as a process governing voluntary choices made amongst alternates based on Effort, Performance & Reward





V VROOM EXPECTANCY THEORY



$$\sum E \times I \times V = M$$



ADAM'S EQUITY THEORY



J. STACY ADAMS

- American Workplace Behavioural Psychologist
- 1960s
- People seek to maintain equity between inputs they bring to a job and outcomes they receive from it against inputs and outcomes of others

$$\frac{\text{YOUR OC}}{\text{YOUR IP}} \text{ vs } \frac{\text{OTHER'S OC}}{\text{OTHER'S IP}}$$

BALANCE OF REWARDS

LESS THAN EQUITABLE

- Dissatisfaction
- Reduced output
- Leave org

EQUITABLE

Sustain Motivation

MORE THAN EQUITABLE

- Work harder
- Discount reward



FAIRNESS EXPERIMENT





HERZBERG'S TWO FACTOR THEORY

AMERICAN PSYCHOLOGIST
1959
ADDED PEOPLE TO HIS THEORY TO MAKE IT MORE RELEVANT TO THE WORKING CLASS
THEORY Z

NOT SATISFIED

DISSATISFIED

NOT DISTURBED

SATISFIED

Working Conditions
Supervision
Relationships
Salary
Security

Recognition of work
Work itself
Advancement
Responsibility
Achievement



NAAMI NAMAK NISHAN

AMERICAN PSYCHOLOGIST
1954
STUDIED PEOPLE SUCH AS OFFICERS & SOLDIERS

MASLOW'S HIERARCHY OF NEEDS

LOWER ORDER

PHYSIOLOGICAL
Basic needs of survival

SECURITY
Safety & Security needs

SOCIAL
Emotions and supportive relationships

ESTEEM
- Self Image
- Self-respect
- Confidence
- Recognition

SELF ACTUALISATION
- Realise Potential
- Self-Fulfillment

HIGHER ORDER

"Naam, Namak Aur Nishan," is an ethos that calls upon Indian soldiers to strive for the good name of their country, the salt that they are given and the glory of the national flag to the extent of making sacrifices to the extent of making sacrifices of their lives when required.



CULTURE

BELIEF

BEHAVIOUR

ATTITUDE

VALUES

CUSTOMS

NORMS

THEORY Z

Stable Employment
High Productivity
High Satisfaction
High Morale

LOYALTY



RESPECT
SELFLESS SERVICE
HONOR
INTEGRITY
PERSONAL COURAGE

VROOM EXPECTANCY THEORY

$E \times I \times V = M$

ADAM'S EQUITY THEORY

BALANCE OF REWARDS

LESS THAN EQUITABLE → Disincentive
EQUITABLE → Sustain Motivation
MORE THAN EQUITABLE → Discouraged Reward

ACHIEVEMENT MOTIVATION THEORY
(DAVID McClelland)

NEED ACHIEVEMENT → Desires for significant accomplishment
NEED AFFILIATION → Sense of belongingness within a social group
NEED POWER → Individual's imperative to be in charge

HONOUR AND WELFARE OF YOUR COUNTRY COME FIRST, ALWAYS AND EVERY TIME. THE HONOUR, WELFARE AND COMFORT OF YOUR COMMAND COME NEXT. YOUR OWN EASE, COMFORT AND SAFETY COME LAST, ALWAYS AND EVERY TIME.



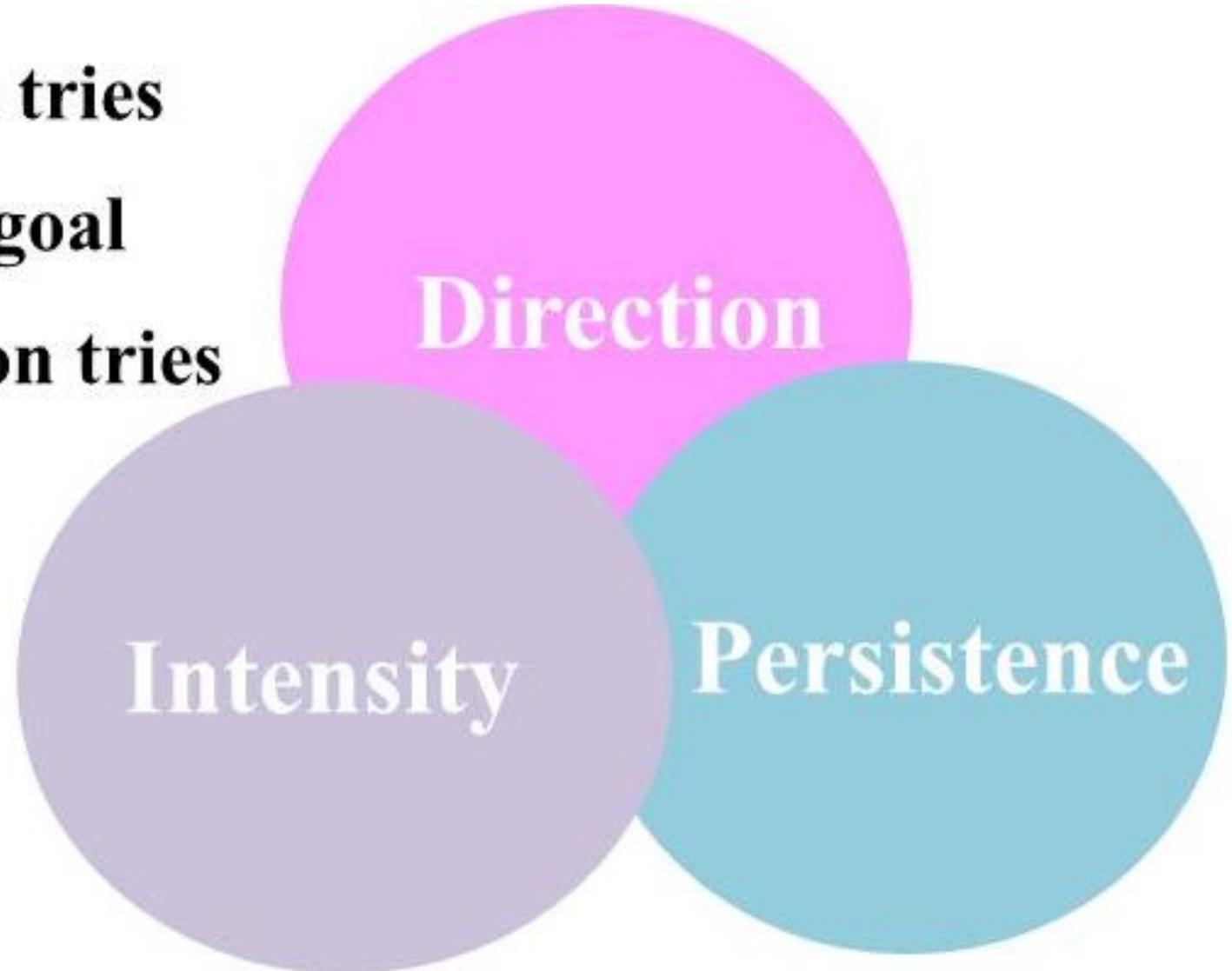
MOTIVATION



Intensity: how hard a person tries

Direction: toward beneficial goal

Persistence: how long a person tries





JAI HIND