

**NEW SHORT COURSE NOW BEING  
OFFERED BY CRANFIELD UNIVERSITY  
AS PART OF THE CENTRE FOR SECURITY  
SECTOR MANAGEMENT (CSSM)  
EDUCATION PROGRAMME**

**MANAGING SECURITY SECTOR  
RESOURCES**

**2<sup>ND</sup> – 6<sup>TH</sup> JUNE 2008**

**W**e are now accepting applications for a 5-day accredited short course in *Managing Security Sector Resources*.

This short course looks at effective approaches to the management of 'People', 'Organisations' and 'Money' in international security and development environments.

The course examines the employment relationship between the individual and the organisation and looks at different ways of improving the overall performance of organisations across the security sector and within international environments. In this context, the course will look at ways of managing performance and reward. Emphasis will be placed both on the 'psychological contract' and the

'employment contract'. This will involve a focus on different aspects of national culture (including internal departmental cultures) and its implications for international organisations and whole-of-government approaches in terms of employee motivation, coordination, appropriate leadership styles and communication processes. In addition, critical success factors underpinning effective human and organisational management will be explored in terms of the composition and dynamics of intercultural teams. Organisational ethics, issues relevant to international employment law and methodologies for implementing change in different organisational/cultural contexts will also be examined.

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In terms of managing 'money', the course will assess what is meant by the legal, relevant/effective and efficient use of funds. Particular emphasis will be placed on the question of 'how much is enough' and the notion of managing efficiency *versus* economy in conflict-affected states. It will discuss the governance of finance, which will involve some fundamentals of accounting such as 'investments' and 'investment appraisals'. Budget management, risk management (in the context of budgets) and contingency planning will also form part of the course syllabus.

The course will draw on the expertise of a number of guest speakers, all of whom have worked as practitioners in people, organisational and money management within the security sector and in a number of different operational contexts. Together with the course leaders, external speakers will draw on some of the conceptual methodologies to show how these approaches work in practice.

The course is aimed at both policymakers and practitioners in junior and middle management positions. Perspectives will be taken from regional organisations, Inter-Governmental Organisations (IGOs) and multilateral actors. Simulation exercises and case studies will also provide opportunities for course candidates to transform knowledge into practice.

CSSM also offers the following accredited SSM courses:

- Strategic Planning for Security and Development
- Managing Security Sector Projects and Programmes
- Change Management and Leadership
- Managing Public Security and the Rule of Law

For more information and application forms, please contact Laura Smith at [lsmith.cu@defenceacademy.mod.uk](mailto:lsmith.cu@defenceacademy.mod.uk)