



Postgraduate diploma in Management in the field of Security

Master in Management in the field of Security

PDM & MM – Security



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Wits University Graduate School of
Public and Development Management

Africa's Leading School of Governance



<http://pdm.mgmt.wits.ac.za>

The Wits Graduate School of Public and Development Management (P&DM) is one of the continent's leading schools of governance and has developed a new curriculum to meet the needs of management in the security sector.

The Graduate School of Public and Development Management (P&DM) at the University of the Witwatersrand has, since its inception in 1993, been at the forefront of an international movement to transform public and development management. Today the School is the largest producer of postgraduates in the field in Southern Africa.

P&DM provides quality management education for leaders and decision-makers in the public policy and development fields in South Africa and beyond. Since the school's inception, it has been involved in a range of applied policy research and training activities, including the Centre for Defence and Security Management (CDSM). Students at P&DM will have access to academics with a practical understanding and knowledge of public and development management, and how it relates to the security sector.

The course content builds on the expertise and experience developed through the activities of the CDSM at P&DM, which coordinates the activities of the Southern African Defence & Security Management (SADSEM) Network, which is a grouping of academic institutions (primarily universities) in Southern Africa, providing training, research and policy analysis in the areas of defence and security management.

The consolidation of democracy in Southern Africa and the maintenance of sound civil-military relations and security sector governance are critical for stability, growth and sustainable development. The Postgraduate Diploma in Management and the Master in Management in the field of Security is

structured to provide a sector-wide approach to the concept of security, and considers the roles of institutions such as public safety, state security and defence. Participants will examine sector-specific issues and how they relate to security-sector governance.

The course is structured for working participants. They will attend blocks of study, which will allow participants from South Africa and the continent to attend. The core management competence courses are completed with students on other Management degrees, which mean that students around Gauteng may choose to do some of their courses during evening classes.

The purposes of the Postgraduate Diploma of Management in the field of Security are to:

- Prepare students for professional and/or management leadership roles in security and governance sectors and oversight of security.
- Familiarise participants with conceptual security frameworks and current debates in the management of security.
- Enhance learners' values, knowledge and skills to act ethically and effectively in the management of the security sector.
- Enhance the decision-making capacity of middle to senior level managers in organisations in the security sector.
- Develop skills in the management of people and information in security and related sectors and enable participants to build networks between participants and their institutions.



The purposes of the Master of Management in the field of Security are to, in addition to the above:

- Enhance capacity for informed research in security and related sectors.
- Deepen critical thinking on security sector governance.
- Improve capacity for managing the security sectors in the Southern African region and beyond.

Who should apply?

For the Postgraduate Diploma of Management in the field of Security (PDM - Security):

Senior officers in the broad family of security sector institutions, senior government personnel, parliamentarians and civil society organisations involved in security sector management, oversight and research in South Africa and the continent. Successful applicants will have a minimum of a three year degree or equivalent.

For the Master of Management in the field of Security (MM – Security):

The Masters degree is aimed at senior managers and decision makers of security sector institutions and senior managers in relevant non-government organisations in South Africa and the continent who have successfully completed the PDM in Security or a similar qualification. Successful applicants to the Masters will have a clear track record of management experience in the security sector, or the public service.

Selection decisions are made on the basis of a holistic assessment of work experience and education.

Conversion from the PDM to the MM

Participants on the PDM-Security, who attain an average of 65% for all courses and a minimum of 65% for the applied project, may be considered to proceed to the MM-Security.

Curriculum

The curriculum of the Management degree in the field of Security aims to build multiple competencies critical for performing managers. These include strategic leadership; policy formulation and implementation; public financial management and statistical and numerical literacy.

The curriculum is divided into two one-year phases of study. All students will register for the PDM-Security in their first year of study, during this time they will complete ten core courses. Four of the courses will be completed with students registered for Management Masters. Students will complete an additional five courses which are specific to the field of security, as well as an applied project.

By achieving an aggregate of 65% on the ten courses of the PDM-Security, with a minimum of 65% mark for the Applied Project, students may be permitted to proceed to the MM-Security in the second year.

In the second year, students will complete four electives which will allow further in-depth exploration in the area of security. In addition, they will complete a course in Research Design and Methods, and finally complete the Research Report to fulfil the requirements for the degree of Master of Management in the field of Security.

Postgraduate Diploma in the field of Security (PDM-Security)	
Governance & Development Managing Information and Communications Economics and Public Finance Public Policy	Completed with Masters Of Management students
Strategy and Leadership Security Concepts and Paradigms Civil – Military Relations Security-Sector Governance and Oversight Regional and International Security Applied Project	Specific to the PDM-Security
Masters of Management in the field of Security (MM-S)	
Management of Security Sector Resources African Security Environment Public Security, Justice and Rule of Law Defence and Development	
Research Design and Methods Research Report	

Postgraduate Diploma in Management in the field of Security (PDM-Security)

Core Courses

Governance and Development

This course analyses the roles of the state and civil society in development and service delivery. The course reviews different understandings of the distribution of resources, power, and authority in the public sphere. Distribution is increasingly the focus of debate and practical experimentation for the state, and increasingly the conceptualisation of sustainable ways of governing and developing.

Managing Information and Communication

This course is designed to enhance foundational and operational information and communication management skills for managers in the public and development sector. The course includes areas such as communication and decision-making, develops information gathering and processing skills and highlights the role of information technology in the context of public management.

Economics and Public Finance

This course introduces principles of economics and their application for policy analysis to microeconomic (individual, household and firm behaviour), macroeconomic (fiscal, monetary and exchange rate policies) and general public sector policy issues. The course begins with the conceptualisation and analysis of the nature of economic problems and laws of supply and demand. Participants are exposed to public sector finance principles and issues which relate to revenue allocation, raising taxes and their incidence, balancing budgets, strategic issues related to the role of the public sector in a mixed developing economy, and the political economy of economic management.

Public Policy

This course enables students to understand the role of public policy in defining public decision-making and management processes. The course equips students to analyse key issues, regulatory frameworks and institutions in the field of public policy, as well as enabling them to study a policy process and write a policy issue paper. Attention is paid to basic frameworks for analysing policy issues and models that enhances the understanding of policy process and behaviour. The content of the course is closely informed by current South African experience, and more generally by experience in the developing world.

Strategy and Leadership

This course recognises leadership as a key ingredient in organisational success. It is designed to enable a public manager to analyse the different organisational dimensions that impact on the ability of an organisation to realise its mission. Students are provided with skills to deal with organisational problems that are often attributed to the nature of public service. Attention is given to ethics, and the role of leadership in organisational success.

Security Concepts and Paradigms

This course introduces participants to key concepts in security and governance, such as human security and security sector approaches. It introduces concepts and paradigms of security and human security, in international and African contexts. Concepts of international relations and politics,

conflict prevention, management and resolution, Issues in peace studies and concepts of security and the security sector are examined. and concepts of security and the security sector are examined.

Civil – Military Relations

The course aims to broaden participants' understanding of contemporary debates and developments in the terrain of civil-military relations and exposes them to a range of perspectives on civil-military relations and the organisation of defence and civilian structures. It deals with understanding key issues in defence planning in relation to policy analysis, policy processes and intelligence, theory of civil-military relations and contemporary patterns of civil-military relations in Africa.

Security-Sector Governance and Oversight

The course assists participants to contribute to enhancing democratic management of the security sector in South Africa and the continent through deepening understanding of the inter-relationships between the justice, public safety, intelligence and defence sectors. It deals with concepts and principles of governance and their application to the security sector. The roles of the executive, the legislature, ministries and government departments in governance, oversight and management, security policy-making, implementation and monitoring and political transitions, peace building and reconstruction are examined.

Regional and International Security

This course explores the changing definition of 'security', and how security institutions respond to these changing understandings. It examines the principal security features in the global, regional and sub-regional contexts and considers the institutional and policy capacity at those levels to respond to such features.

Applied Project

The objective of the Applied Project is to provide participants with an opportunity to reflect on their experiences in the security sector and to relate

concepts of public and development management and security to applied problems in the field. Students investigate a problem or issue in the field of security and produce a short report which highlights the learning that has happened in the process of the courses done to date.

Master of Management in the field of Security (MM-Security)

Core courses

Management of Security Sector Resources

The macro-economics of defence and security: challenges in the areas of expenditures and procurement. Downsizing defence and security: Issues of transparency and accountancy. Planning, programming and budgeting principles, cycles and practices. Procurement and acquisition for security institutions. Human resource challenges and HR management issues. Issues related to military and police professionalism. Labour relations. Gender issues in defence and security. HIV/AIDS in defence and security establishments.

African Security Environment

The course enables students to identify and understand the salient issues that confront defence and security decision-makers in Africa and to give attention to analytical approaches employed in seeking solutions to current defence and security policy issues. The course content is focused around Southern African case studies: Post conflict peace-building and reconstruction and its implications for the security sector. Disarmament, demobilisation and reintegration of combatants. Truth, reconciliation and justice. Sources of conflict and insecurity in Africa, regional and sub-regional conflict management, structures, approaches and processes in the African and international security environment.

Public Security, Justice and Rule of Law

The course examines issues related to combating crime nationally and trans-nationally, oversight and reform of policing transitional justice and reform of the justice system. Problems of policing in Africa, political control, oversight and accountability of policing. Public safety, law and order. Approaches to public safety.

Defence and Development

This course examines the key features of the relationship between defence and development.

These include:

- Defence and Security in the developing country context;
- Economic growth and the defence industrial base;
- Military professionalism in the developing country context; and
- Procurement and armaments acquisition.

The fundamental courses

The following two fundamental components need to be completed for the MM-Security:

Research Methods

The Research Methods course covers the postgraduate research context, research skills, research methodology, research proposal writing and research reporting. Students will be required to submit an acceptable research proposal for their research reports in order to pass this course.

Research Report

In order to obtain a Masters degree, students are required to complete a research project and submit a report. The aim of the research project is to challenge students to apply analytical and applied research techniques to a topic in their field of specialisation. Students will be assigned an adviser who will supervise and guide the preparation of the research report. The learning objective of the report is to give students an opportunity to demonstrate how they can self-manage a problem solving exercise or research project on a topic of their own choosing within limited time and resources.

Workload

In addition to class work and preparation, students are expected to devote time to group work and assignments. The teaching methodology requires that they participate actively in an integrated process that encourages the development of management knowledge, skills and attitudes.

Assessment

Progress is monitored through the assessment of individual and group assignments, and by means of formal examinations at the end of each block. Class tests and participation by students in interactive classroom sessions may be rated.

Course Delivery

P&DM degrees are offered across a range of delivery modes, including part time, block release and full time options. The PDM and MM in the field of Security will be offered on a block-release basis. Participants will join students from other management specialisations for five courses. Participants may join the part time (two evenings a week) cohort for those courses.

The course is structured so that students will complete the requirements for the Postgraduate Diploma in Management in the field of Security (PDM –S) in one year. Should students wish to progress to the Masters, they will be able to complete the additional courses and the research report in the second year. A student will be able to complete the full requirements of the Masters in two full years.

Alternative Programmes

P&DM also offers:

- Master of Management in the field of Public and Development Management (MM-PDM),
- Master of Management in the field of Public Policy (MM-PP),
- Master of Management in the field of Information and Communication Technology Policy and Regulation (MM-ICT PR).
- A Doctoral Programme,
- A Masters by research programme.

For further information, please contact:

P&DM Degree admissions

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CDSM and SADSEM

www.sadsem.org

The University reserves the right to not run this course in any year.