

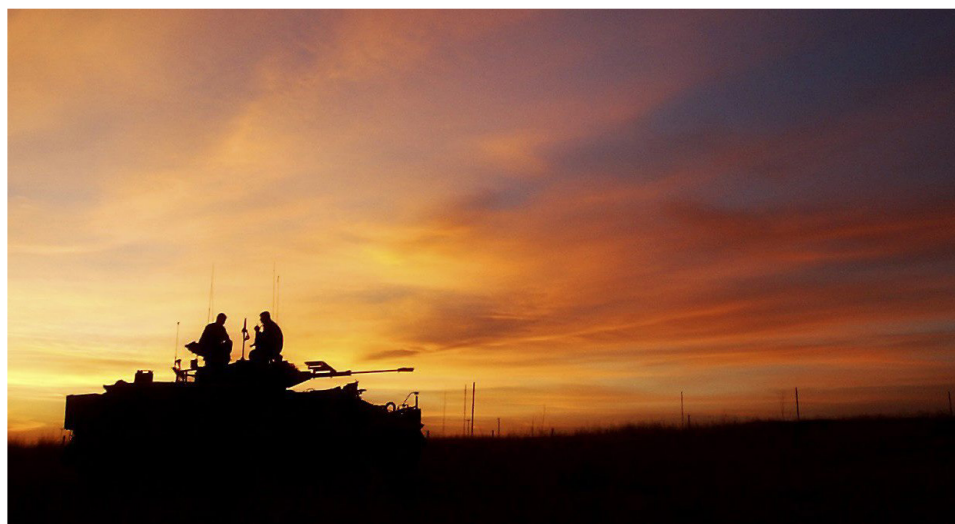


Ministry  
of Defence

# Tri - Service

## University Short Course Programme

### Prospectus 2019 / 2020





UNIVERSITY SHORT COURSE PROGRAMME

# 19/20



Heaton Mount, (Bradford)



Edinburgh Napier



University of Edinburgh Business School



Anglia Ruskin (Cambridge)



Anglia Ruskin (Chelmsford)



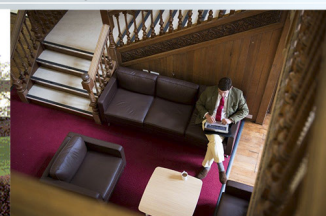
University of Westminster  
(Regent St)



University of Leeds



Staffordshire University



Exeter University



Brighton University





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# Tri-Service University Short Course Programme Prospectus September 2019 - June 2020

## Introduction

The Tri-Service University Short Course Programme (USCP) has been in existence since 1953 and is sponsored by the three Services. The USCP was established as part of the Services further education provision.

## Purpose

The USCP now forms part of the wider strategy of the Services to contribute to the improvement of the general education of Service personnel. Based upon the philosophy of Lifelong Learning, the USCP intends to help Service personnel make a more effective contribution to Service life by developing their knowledge and personal skills. This is achieved through personnel having the opportunity to address matters of current importance and research and development within an academic environment. The USCP is not intended for resettlement purposes or to supplement formal training.

Though pertinent for the current situation, these courses are not intended as pre-deployment courses; they are designed to stimulate thinking on a wider educational context.

## Aim

The aim of the USCP is to meet the personal development and broader educational needs of Service personnel of all rank/rate levels.

## University Short Course Prospectus

The Prospectus contains information to help students select an appropriate course to meet their own personal development needs. There are approximately 740 USCP places available each academic year. Prospective students should consult this prospectus before applying for any listed course. Some courses require a high level of participation, pre-course reading and group syndicate work. It is therefore essential that prospective students are made aware of the academic level and expectation of courses before application. To gain support for their application at Unit level prospective students are strongly advised to copy the relevant page from this prospectus to their authorising officer (Officer Commanding/Line Manager). If necessary, prospective students should consult either their respective Line Manager or Education/Training Officer for further guidance.

## Subject Areas

Courses are designed and delivered by university departments who have a recognised standing in the subject field.

The USCP offers courses in the following categories:

- Command Leadership and Management.
- Regional and Strategic Studies.
- Languages.
- Science, Technology, Engineering and Mathematics.

## Qualifications

Qualifications are not awarded for courses but the content may contribute towards a portfolio of evidence or Personal Development Record. Certificates of attendance are issued for all courses. Some courses gain an award of Credit Accumulation Transfer Scheme (CATS) points if students are prepared to undertake an additional assignment – *this will attract an additional fee payable by the student*. Part of this fee may be reclaimed through the Standard Learning Credit scheme (SLC). See details against each course.

## Locations

- Anglia Ruskin
- Bradford
- Brighton
- University of Edinburgh Business School
- Edinburgh Napier
- Exeter
- Leeds
- Staffordshire
- Westminster

## Accommodation

The courses are residential. Students will be required to live in accommodation provided by the university for the duration of the course. Tuition and accommodation costs are paid under a central contract arrangement by the parent Service.

## Travel & Subsistence

Single Service regulations apply.

Travel costs are not included. Prospective students must check that their own Unit is able to meet their travel costs before applying for a course. Students who need to travel over a long distance should seek Unit authorisation prior to the course for any overnight subsistence allowance required either before or after the course.

Short courses



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## Application and Selection Procedure

Students should apply on the Tri-Service USCP Application Form and submit their application through their respective Education Clerk/Officer/Co-ordinator to the appropriate HQ staffs as follows:

### Naval Service

LDO Co-ordinator  
Learning and Development Organisation (Waterfront)  
1-154 Building  
HM Naval Base  
Portsmouth  
PO1 3NH

**Civ: 02392 727933**  
**Fax: 02392 724498**  
**Mil: 9380 27933**  
**Email:**  
**deborah.rand100@mod.gov.uk**

### Army

USCP Co-ordinator  
Army Personal Services Group (APSG)  
Education Branch  
Building 400  
Level 2, Zone 4  
IDL 430  
Ramillies Building  
Marlborough Lines  
Monxton Road  
Andover  
Hants  
SP11 8HJ

**Civ: 01264 382386**  
**Fax: 01264 382039**  
**Mil: 94391 2386**  
**Email:**  
**APSG-EdBr-EP-0Mailbox (MULTIUSER)**

### Royal Air Force

Higher Education Registrar, Accreditation and Education Wg  
Trenchard Hall, Room 221b  
RAF Cranwell  
Sleaford  
Lincs  
NG34 8HB

**Civ: 01400 268179**  
**Mil: 95751 8179**  
**Email:**  
**jacquie.price251@mod.gov.uk**

### Selection

Courses are extremely popular and the number of places available is restricted. The aim is to provide an attendance group drawn from across the Services that is representative of the spectrum of ranks/rates, background and experience. This is achieved by assessing all applications against agreed Tri-Service selection criteria which are laid out in the DIN.

### Application

To ensure the best chance for selection all the details requested on the Application Form must be provided. The reasons for applying for the course must be clearly explained in detail; applicants should note that the USCP is designed neither for core training nor resettlement preparation. Failure to complete the USCP Application Form correctly could prejudice selection see (page 31).

### Application Form

Please contact your Education Centre or visit  
[www.dle.mod.uk/mod/folder/view.php?id=593822](http://www.dle.mod.uk/mod/folder/view.php?id=593822)  
for an application form.

### Cancellation and Reserve Lists

The relevant Service Desk should be informed without delay so that a replacement can be found. Only when either the exigency of Service duty or a Service recognised compassionate case prevents attendance on a course will cancellation fees be waived. In all other instances of non-attendance, cancellation fees may be recovered from the applicant's parent unit or the individual. These can range from £740 - £3700 per person depending on the course.

To be considered for the Reserve List of a course, students should indicate on their application form whether they could be released to take up a vacancy at short notice.

### Closing Date

The closing date for applications is 6 weeks prior to the start of the course. Students should receive notification regardless of whether their application has been successful or not. Selected students will receive joining instructions shortly afterwards. This timescale may vary to take public holidays into consideration.

### Administration

Joining instructions are emailed to selected personnel after the closing date for applications. This will be approximately 4/5 weeks before the start of the course. The instructions include a provisional programme, details of the accommodation, contact numbers, plus a map with directions to the course venue.

If you have been selected and have not received Joining Instructions three weeks prior to the course start date please contact your Service desk.

Application





## Feedback

### Internal Validation

Your comments are important as the information assists in the selection of future courses, course design and fiscal support. To contribute to the programme course students will be required to fill out a tri-Service validation report on return to Unit. Failure to complete the validation report will result in future attendance on the USCP being declined for the following 12 months. The following are some of the comments made by students. Students may also be asked to fill out separate validation forms by the university supplying the course being attended.

"I am of African descent and I wanted to learn a lot more about the continent on a strategic and academic level. The course was extremely beneficial, as it opened my eyes to the hugely complex issues that surround Africa. This I learnt incorporated the continent internally to an extent, but further afield to many other key members of the globe. I found out that the global players have vast effects on the African political and economic environment."

"The knowledge of the lecturers and how approachable they were was excellent and provided superb insight into their chosen fields. Some of the connections made during the course will certainly be used in the future".

"The wide variety of speakers was important to me. Over the week they helped me to get out of my military bubble of often short-term cause and effects. It was insightful to identify trends across the Sahel and the Middle East to observe the links and distinctions across those regions that cause terrorism".

"I think the most beneficial part of the course for me personally was having the opportunity to engage in discussion after the content was covered as that solidified and challenged people's views on the matter and group learning took place".

"Being encouraged to think without constraints and a goal in mind - this is something that we do not practise in the military. However, there is plenty of benefit from applying this strategy to how we operate. I do feel equipped to start applying this in my workplace and with further reading, I feel I could expand my knowledge and teach these skills to others".

"Everything was beneficial, but we naturally always seemed to end up talking about leadership within the military. We all know how this works or is supposed to. More focus on other form of industry and how they do leadership would benefit greater in my opinion".

"Having multiple lecturers from a variety of back grounds. This kept the course interesting and engaging. In terms of topic, I think the most beneficial were the lectures on fake news and how to combat it".

"Nice to be back into an academic environment and being given the opportunity to complete an additional assignment, to refresh on higher education writing styles and analysis".

"The ability to discuss different aspects of leadership across different ranks and services, and being given different examples of leadership style across various industries"

"The lecturers were experienced and knowledgeable and the course content incredibly interesting and relevant. I also learnt much from the other participants on the course over discussions during coffee breaks from their own experiences in the area. I particularly benefited from the one and only student-centred activity which concluded the course".

"The course was delivered in a lecturing style, merging an appropriate level of PowerPoint content with in-depth explanation; this allowed me to make meaningful notes before group activities were introduced. This suited my learning style very well".

"The ability to look at service-relevant topics, such as military intervention, and learn, through academia, how our activities could be improved, and what the role of the military in a stabilisation context really means. The ability to meet with other service personnel from a variety of backgrounds and share experience was also enormously useful".

"The breadth of subjects covered. The way that most of the lectures were structured and delivered. Most were more like seminars which encouraged discussions. All our thoughts were addressed, and we explored so many views and opinions. Also, working with a range of lecturers was so beneficial as we explored different viewpoints based on their different areas of research".

"Being able to interact with fellow servicemen regarding topics which thoroughly affect us, outside of the military environment. Being challenged academically to think about difficult concepts".

"The group tasks that investigated the application of the theory to our own experiences helped us to understand our organisations better and how change affects individuals and the organisation".

"The course enlightened me on the geostrategic importance of a region I have over looked. This region is important because it can be likened to the scramble for Africa and how actors within these regions may align to powerful states in global affairs. The course also highlights the dilemma between modernisation and cultural relativism and how these play a part in the foreign policy of the region".

"The Course was enjoyable, and the lecturers knowledge was incredible, also being shown different techniques to access information was also worthwhile".

"The topic was something that I had no real idea about prior to attending this course. I now feel that I have a far better and deeper knowledge of the subject and would be able to advise soldiers under my command, going forward".

"The tutors were engaging and willing to take the time to explain to the students in order to further our understanding. The external speaker who came in was passionate and very knowledgeable".

### References/Other Publications

[www.dle.mod.uk/mod/folder/view.php?id=593822](http://www.dle.mod.uk/mod/folder/view.php?id=593822)

DIN: please check the website above for the current DIN

For course information please go to the DLE website

Address: <https://sts.defencegateway.mod.uk>



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## Command Leadership and Management

### Course Title

Digital Leadership

### University

University of Edinburgh Business School

### Location

Edinburgh

### Duration

5 days

### Date

1 - 5 June 2020

### Times

9am to 5pm each day.

### Course Director(s)

Dr Jim Hamill

### Course Objectives/Learning Outcomes

By the end of this course delegates will be able to:

- Undertake a Digital Landscape Analysis evaluating the opportunities and threats presented by the digital and social media revolutions.
- Critically evaluate the key issues involved in developing and implementing effective digital change strategies and digital transformation.
- Evaluate and develop solutions for overcoming the internal and external barriers to digital change and digital transformation.
- Discuss the frameworks and tools available for measuring digital transformation performance and organisational impact.
- Apply relevant frameworks and tools to real-world digital challenges.
- Develop a digital strategy and action-plan for their own organisation/unit/department incorporating appropriate metrics and analytics.

### General Description

Through this course you will develop a deep understanding of the nature and organisational impact of disruptive digital technologies including Ubiquitous Broadband and Mobile Internet access (the constantly connected world), Social Media, the Cloud, Big Data and Predictive Analytics, the Internet of Things, Robots, Artificial Intelligence, Automation, 3D Printing, the Blockchain and more.

By using the very practical tools and advice provided, you will gain the knowledge, skills and confidence to develop, implement and proactively lead successful digital change strategies for your own situation.

### Joining Instructions and Pre-Course Work

A private, online community will be set up to support the five day course. Joining instructions, handouts and all course materials will be made available online 4 to 5 weeks prior to the start of the course.

### Intended Population

The course is aimed at managers and individuals looking to make the move into a more senior role and wishing to equip themselves with the knowledge and practical skills to become a future digital leader, driving digital led change within their organisation.

### Delivery Method

A hybrid approach to course delivery will be adopted comprising a 5 day in-class workshop combined with online course material and support. The sessions will NOT be 'death by powerpoint presentation'. Using the very practical 'Stop and Reflect Exercises' contained in the Digital Transformation Toolkit, delegates (individually and in groups) will develop a digital transformation strategy and action plan relevant to their own situation.

### Pre-Course Work

Delegates will benefit by studying the online material provided in advance of the course commencing. Through the online forum provided, delegates will be encouraged to introduce themselves, stating clearly the knowledge and practical skills they wish to derive from the course. This will ensure that content is customised to the specific needs of individual delegates.

### Additional Information

Assessment for the course will involve the development of a digital strategy for each delegates' own situation. The 'Stop and Reflect Exercises' used during the workshops will form the basis of the assessment with the final version being submitted within three weeks of programme end.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

5-day credit-bearing option (10 credit, SCQF 11) - involves 35 contact hours and a further 65 hours of independent study. The assessment is based 100% on an individual report.



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## Command Leadership and Management

### Course Title

Entrepreneurial Leadership

### University

Edinburgh Napier

### Location

Edinburgh, Craiglockhart Campus

### Duration

4 Days

### Date

14 - 17 January 2020

### Times

9:30-13:00 and 14:00-17:30 daily

### Course Director(s)

Lead tutor - Maggie Anderson

### Course Objectives

On completion of this course you will be able to;

- Critically review what is required to become a leader of an entrepreneurial organisation;
- Appraise your personal entrepreneurial leadership capabilities;
- Examine the role of entrepreneurial leadership in a range of sectors;
- Analyse the process of creating entrepreneurial cultures and building entrepreneurial structures within a large organisation.

### General Description

You will explore the role of entrepreneurial leadership through experiential learning across a range of sectors involving case studies which require entrepreneurial thinking and action.

*'The secret to sustainable competitive advantage for large organisations is not simply lowering costs or restructuring for efficiency. Companies need to be adaptable, flexible, speedy, creative, innovative and opportunistic. In short, they need to act in an entrepreneurial manner....'* Burns (2008)

The course will consider the nature of entrepreneurial leadership focussing on leadership, structure, culture and strategy. Examples and case studies across a range of sectors will be utilised. The importance of developing an organisational and strategic capability not just to manage change, but embrace it, create it and shape it, and implement it at speed are considered. How can you create an organisational willingness to take and manage measured risk? Creating the entrepreneurial culture and building entrepreneurial performance and examining strategies for growth. The course will consider cognitive ambidexterity, through an appreciation of prediction logic and creative logic, as well as developing capability in 360 degree world views to create opportunities which maximise social, environmental, economic responsibility and sustainability (SEERS). Encouraging and implementing an entrepreneurial capability throughout the organisation with and through others.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

Open to all ranks and especially those who have management and leadership responsibilities and aspire to further personal development.

### Delivery Method:

The module will be delivered by interactive workshops and supported with an on-line presence. The workshops will introduce the key concepts and issues of entrepreneurial leadership and encourage delegates to explore the topic in their own context to become familiar with methods and processes used in the practice of entrepreneurial leadership.

The teaching strategy adopted is based on interactive, integrated and applied learning to infuse an entrepreneurial mind set capable of anticipating, leading and managing positive change in organisations.

### Pre-Course Work:

Bespoke pre-course work - A case study will be issued in advance of the course, and to be read prior to joining the course.

### Additional Information

Group activities: During the course a number of group and team activities will be facilitated. These include a team presentation in relation to the case study workshop, where students will spend the day embracing the principles of entrepreneurial leadership, capabilities and culture to then present their analysis of the case and their recommendations for the current challenges adopting prediction and creation logic in their thinking and action.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

Participants will gain Academic Credit for the work undertaken, with 20 credits at level 11 (SCQF) if they undertake the post course assignments and reach the required standard.





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## Command Leadership and Management

### Course Title

Leadership and Change

### University

The University of Exeter

### Location

Streatham Campus, Exeter

### Duration

3 days

### Date

19 - 21 May 2020

### Times

Tue - Thu 0900 - 1700

### Course Director(s)

Professor Ruth Sealy

### Course Objectives/Learning Outcomes

Aims of this course include:

- To provide middle and senior managers (Senior Non Commissioned Officers/Officers) with a thorough understanding of the nature of change leadership, using theoretical models and practical case studies
- Recognise and understand the complex nature of leadership in a continuously changing environment
- Share practical strategies for taking organisations from different sectors successfully through dynamic, structural and cultural change
- Explore the dynamics of creativity and innovation in change
- Examine possible blockers to change at individual, team and organisational level
- Provide an opportunity for participants to develop a personal change plan.

### General Description

The course deals with such aspects as effective change leadership, the culture of organisations, the human aspects of change, creativity, innovation and handling those who block change. It provides participants with a deep insight into how to motivate and challenge people to accept change as a natural process.

The emphasis is on the practicalities of the leadership of change, ranging from the front line to the top level, drawing on contemporary models and cutting-edge thinking.

Participants have the opportunity to share their own issues and to explore appropriate tools, ideas and models to help towards resolution. The lecturers are experienced in change management and will facilitate the learning process by reference to relevant theories, using 'live' case studies and practical strategies.

The course focuses on the human aspects of change implementation, especially how to achieve effective communication, alignment and momentum throughout an organisation.

### Intended Student Population

The course is designed for people involved in middle and senior management (from SNCO to OF5) who are responsible for part or all of an organisation that is undergoing change.

### Other Comments

This module will be convened by Professor Ruth Sealy (Co-Director of the Centre for Leadership Studies), and supported by Commodore (Retd) Jake Moores (Honorary Professor in Leadership University of Plymouth Business School), Dr Andrew Parker and Dr Allan Lee (Lecturers from Exeter University Business School), Dr John Potter (Chartered Psychologist) and Dr Ian Frampton a Lecturer in Psychology.

### Joining Instructions and Pre-Course Work

Joining instructions and information to enable access to the University's Virtual Learning Environment (VLE) in order to access the course reading and other supplementary material will be sent 4 - 5 weeks prior to the course. Once the CPD Registration Form has been completed and returned to the University you will be sent log-in details to access the information.

Certificate of Attendance: personnel completing this course will receive a Certificate of Attendance at the end of the course stating the number of study hours and goals achieved in the course.

### Credit Accumulation Transfer Points (CAT)

Participants will gain 15 credits towards a postgraduate Certificate, Diploma or Masters if they undertake the post course assignment and reach the required standard.



19/20

## Command Leadership and Management

### Course Title

Leadership Matters: Contemporary Debates

### University

The University of Exeter

### Location

Streatham Campus, Exeter

### Duration

3 days

### Date

9 - 11 June 2020

### Times

Tue - Thu 0900 - 1700

### Course Director(s)

Professor William Harvey

### Course Objectives/Learning Outcomes

The course aims to:

- Outline the current state of play in leadership theory and practice, and discuss trends in thinking about leadership.
- Share good leadership practice from business and a range of different sectors.
- Examine precisely what leadership means at various levels of analysis (individual, group and organisational), and what kind of leadership is required in different contexts.
- Enable participants to challenge romantic views and assumptions of leadership
- Equip participants to apply their growing understanding of leadership theory in the workplace, teams and other situations.

### General Description

The first day of the course will be spent on discussing where leadership theory is at today. Concepts such as leader-member exchange, authentic, charismatic, responsible and ethical leadership, among others, and some new work on leadership including leadership paradoxes will be introduced. We will challenge previously held assumptions about what leadership is, and explore some new potential paradigms. Theories will be supported by case studies and practical illustrations. Group discussions will explore the underlying assumptions of different classical and contemporary theories and their applicability in the 'real' world.

The second day will challenge the notion that leadership is about acquiring a taxonomy of skills and traits. Instead, there will be an exploration of how what may be considered effective leadership in one context may be highly ineffective in another context. The day will explore the context of time, geography, identity, assumptions, values, ethics, power, influence and spirituality.

The third day will explore a different perspective on leadership, drawing-on how it is portrayed in the media and management consulting. There will be discussions around the importance of followership and some of the negative sides of leadership such as the dark side of leadership, narcissistic and toxic leadership. In practical terms, how we deal with toxic leaders and their influence will be a key theme.

Cross cutting these themed days are a series of more practical issues necessary in leadership: developing awareness of others and one's own impact, giving and receiving feedback, observation/ reflection and critical review skills and peer consulting.

### Intended Student Population

The course is designed for those involved at middle management as well as junior and senior non-commissioned officers who have extensive grassroots leadership experience. In essence, the course is aimed at leaders with varying levels of experience who have high potential to become senior leaders.

### Other Comments

This module will be convened by Professor Will Harvey, Co-Director of the Centre for Leadership Studies in the University of Exeter Business School and supported by Mr Morgen Witzel (Fellow of the Centre for Leadership Studies), Professor Alex Gerbasi, Dr Beverley Hawkins (Senior Lecturer in Leadership / Organisation Studies, Exeter Business School), Professor Eugene Mullan (Director of Clinical Training, from Exeter's School of Psychology), Dr Bill Russell (Director of Executive Education, University of Exeter Business School).

### Joining Instructions and Pre-Course Work

Joining instructions and information to enable access to the University's Virtual Learning Environment (VLE) in order to access the course reading and other supplementary material will be sent 4 - 5 weeks prior to the course. Once the CPD Registration Form has been completed and returned to the University you will be sent log-in details to access the information.

Certificate of Attendance: personnel completing this course will receive a Certificate of Attendance at the end of the course stating the number of study hours and goals achieved in the course.

### Credit Accumulation Transfer Points (CAT)

Participants will gain 15 credits towards a postgraduate Certificate, Diploma or Masters if they undertake the post course assignment and reach the required standard.



19/20

## Command Leadership and Management

### Course Title

Leadership, Strategy and Innovation

### University

Edinburgh Napier

### Location

Edinburgh, Craiglockhart Campus

### Duration

4 days

### Date

17 - 20 March 2020

### Times:

9:30-13:00 and 14:00-17:30 daily

### Course Director(s)

Lead tutor - Maggie Anderson

### Course Objectives

On completion of this course you will be able to;

- examine and critique the underlying principles of key leadership theories
- critically review how effective leaders foster an innovation culture in organisations
- explore the dynamics underpinning the leader-follower relationship in organisations
- review and critique the strategic role of leaders within organisations

### General Description

During this course you will learn how use theoretical models to examine the role of leaders in determining the strategic direction of an organisation. You will critically explore leadership processes and critique how leadership fosters creativity and innovation in organisations. The course examines both the hard and soft aspects of leadership and critically appraises how leaders interact with followers and fosters an innovation culture in organisations.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Student Population

Open to all ranks especially those who have management and leadership responsibilities and aspire to further personal development.

### Delivery Method

The module will be delivered by interactive workshops. The workshops will introduce the key concepts and issues of leadership, strategy and innovation encouraging delegates to explore the topic in their own context to become familiar with methods and processes used.

The teaching strategy adopted is based on interactive, integrated and applied learning to infuse a creative mindset capable of anticipating, leading and managing positive change in organisations. This involves students utilising the academic models and frameworks and experiencing decision-making through practical business / organisational scenarios. This will be achieved through the use of case studies, best practice examples, guest speakers and local context to enrich the students' learning experience.

Participants are encouraged to identify key skills areas and relate these to their own personal and professional development throughout the course, and beyond for those seeking academic credit.

### Pre-Course Work

Bespoke pre-course work - A case study will be issued in advance of the course, and to be read prior to joining the course.

### Additional Information

Group activities: During the course a number of group and team activities will be facilitated. These include a team presentation in relation to the case study workshop, where students will spend the day embracing the principles of managing innovation to then present their analysis of the case and their recommendations to the 'Board' of the case organisation. Students will be encouraged to share experiences of bringing forward innovations and those in position of management and leadership will also be asked to reflect on how they encourage innovation amongst their teams and how they could do more.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

Participants will gain Academic Credit for the work undertaken, with 20 credits at level 11 (SCQF) if they undertake the post course assignments and reach the required standard.





19/20

## Command Leadership and Management

### Course Title

Leading Change in Innovative and Rapidly Evolving Environments

### University

Brighton

### Location

Horsham

### Duration

5 days

### Date

15 - 19 June 2020

### Times

Monday:	12:00 to 17:00
Tuesday - Thursday:	9:00 to 17:00
Friday:	9:00 to 13:00

### Course Director(s)

Stephen Reeve  
Mark Hughes  
Tim Brady

### Course Objectives/Learning Outcomes

To understand the contribution of the leadership of change within organisational change studies and initiatives. To critically understand the leadership of change from the perspectives of communications, resistance and power and politics. To critically evaluate what is known about the leadership of change. To apply the latest leadership of change knowledge within organisational settings. To calibrate the extent to which differing concepts of innovation explain novelty and rapid evolution within such settings and environments.

### General Description

The leadership of change has become a crucial organisational topic. This course presents competing approaches to the theory and practice of leading change, particularly in the light of rapidly evolving environments. The exploration of increasingly complex contexts for action provides a rich background against which to examine change leadership into the future.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 – 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

The course is open to all ranks and will appeal equally to anyone with previous experience or new to this field of study. The management focus of the course will draw upon past experiences of either managing and/or being managed.

### Delivery Method

The course content will be delivered through a five day intensive block workshop. There will be a mix of focussed lecturer input and small group application of theories, models and concepts. The workshop is divided into sections where personal experience is shared; cases are investigated in groups; tutor input is provided; audio visual techniques used. Participants reflect on and build new theory into evolving world views.

### Pre-Course Work

No pre-course work. Work books and readers are provided on the course; early indications of introductory reading material are given pre-course.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

On completion of the workshop, participants may elect to undertake a University of Brighton assessment, which delivers 20 Masters level credit accumulation and transfer points toward the Postgraduate Certificate in Change Management.





19/20

## Command Leadership and Management

### Course Title

Managing Human Aspects of Change

### University

Brighton

### Location

Horsham

### Duration

5 days

### Date

10 - 14 February 2020

### Times

Monday:	12:00 to 17:00
Tuesday - Thursday:	9:00 to 17:00
Friday:	9:00 to 13:00

### Course Director(s):

Mark Hughes  
Stephen Reeve

### Course Objectives/Learning Outcomes

To identify the human aspects of the challenges and complexities which arise out of an organisational change. To understand how the involvement of individuals and groups/teams impacts upon processes of organisational change. To understand the influence of organisational culture upon processes of managing organisational change. To identify choices around where and how change agency is located and to critique 'one best way to manage change' and change management recipes in favour of research informed/ evidence based approaches.

### General Description

This course focuses upon managing the human aspects of organisational change. These important aspects are often overlooked, which may lead to an organisational change initiative not being effective. The course will emphasise the importance of understanding individuals' experience of organisational change as a means of managing people through on-going processes of organisational change. The course will draw upon the latest theories and research in this field as well as the classic studies.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 – 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

The course is open to all ranks and will appeal equally to anyone with previous experience or new to this field of study. The management focus of the course will draw upon past experiences of either managing and/or being managed.

### Pre-Course Work

Joining Instructions will be forwarded to you by email attachments between 4 - 5 weeks before the course commences.

No pre-course work. Work books and readers are provided on the course; early indications of introductory reading material are given pre-course.

### Delivery Method

The course content will be delivered through a five day intensive block workshop. There will be a mix of focussed lecturer input and small group application of theories, models and concepts. The workshop is divided into sections where personal experience is shared; cases are investigated in groups; tutor input is provided; audio visual techniques used. Participants reflect on and build new theory into evolving world views.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

On completion of the workshop, participants may elect to undertake a University of Brighton assessment, which delivers 20 Masters level credit accumulation and transfer points toward the Postgraduate Certificate in Change Management.





19/20

## Command Leadership and Management

### Course Title

Managing Innovation

### University:

Edinburgh Napier University

### Location:

Edinburgh, Craiglockhart Campus

### Duration

4 days

### Date:

21 - 24 January 2020

### Times:

9:30-1300 and 14:00-17:30 each day

### Course Director(s):

Lead tutor - Maggie Anderson

### Course Objectives

On completion of this course you will be able to;

- Explain and critically reflect on innovation and why it is crucial to competitive advantage and organisational success;
- Conceptualise and critically explore the context and process of innovation management;
- Analyse the innovation management in a variety of organisations using examples from the world's most innovative firms;
- Critically evaluate innovation management and provide recommendations for change demonstrating appropriate judgement.

### General Description

During this course you will learn about and how to manage innovation in a practical way. We will do this by examining, discussing and critically evaluating, in detail, both the theory and practice of innovation management in some of the world's most innovative organisations.

The course content can be divided into two main components. Firstly, a discussion of key concepts and why innovation management is crucial in most organisations. Secondly, an examination of the leading practical theory related to innovation management, in particular, this will include an, in depth, discussion of a conceptual model of innovation management. This model will outline the main contextual elements (e.g. innovation strategy, organisation structure etc.) that affect the process of innovation management and also the process itself. This examination and discussion of innovation management will utilize materials (e.g. examples, cases, etc.) dealing with different kinds of innovation (e.g. product, service, internal systems and procedures etc.) in a variety of organisations.

This course is about the management of innovation and you will learn how to manage it in a practical way.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

Open to all ranks or those who have management and leadership responsibilities and aspire to further personal development.

### Delivery Method

The module will be delivered by interactive workshops. The workshops will introduce the key concepts and issues of managing innovation and encourage delegates to explore the topic in their own context to become familiar with methods and processes used.

Participants are encouraged to identify key skills areas and relate these to their own personal and professional development throughout the course, and beyond for those seeking academic credit.

### Pre-Course Work

Bespoke pre-course work - A case study will be issued in advance of the course, and to be read prior to joining the course.

### Additional Information

Group activities: during the course a number of group and team activities will be facilitated. These include a team presentation in relation to the case study workshop, where students will spend the day embracing the principles of managing innovation to then present their analysis of the case and their recommendations to the 'Board' of the case organisation. Students will be encouraged to share experiences of bringing forward innovations and those in position of management and leadership will also be asked to reflect on how they encourage innovation amongst their teams and how they could do more.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

Participants will gain Academic Credit for the work undertaken, with 20 credits at level 11 (SCQF) if they undertake the post course assignments and reach the required standard.





19/20

## Command Leadership and Management

### Course Title

Organisational Change in Context

### University

Brighton

### Location

Horsham

### Duration

5 days

### Date

18 - 22 November 2019

### Times

Monday: 12:00 to 17:00  
Tuesday - Thursday: 9:00 to 17:00  
Friday: 9:00 to 13:00

### Course Director(s)

Stephen Reeve  
Mark Hughes

### Course Objectives/Learning Outcomes

To understand the main drivers and impacts of macro-scale change. Appraise change and project management practice in the light of contextual understanding. Gain a clearer grasp of how interwoven economic, political, technological and social trends and issues influence the immediate service environment. Use academic change management theory to make sense of real events in the workplace. Understand the multi-agency, cross-boundary change agenda and investigate the nature of future service partnership. Use 'futures probing' techniques to prepare for discontinuous change.

### General Description

The course will provide a sound base from which to interrogate the concept of organisations within systems and to explore the context in which they operate. It allows participants to formulate strategies to investigate change issues within their own service environments. Organisations exist in the context of a wider environment, from where changes are triggered which may profoundly influence organisational policy and practice. However, organisations are not just the unwitting recipients of environmental change. They create their own environment for internal activities, and their strategy and structure is significant when considering their ability to respond to, or initiate, successful change.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 – 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

The course is open to all ranks and will appeal equally to anyone with previous experience or new to this field of study. The management focus of the course will draw upon past experiences of either managing and/or being managed.

### Delivery Method

The course content will be delivered through a five day intensive block workshop. There will be a mix of focussed lecturer input and small group application of theories, models and concepts. The workshop is divided into sections where personal experience is shared; cases are investigated in groups; tutor input is provided; audio visual techniques used. Participants reflect on and build new theory into evolving world views.

### Pre-Course Work

No pre-course work. Work books and readers are provided on the course; early indications of introductory reading material are given pre-course.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

On completion of the workshop, participants may elect to undertake a University of Brighton assessment, which delivers 20 Masters level credit accumulation and transfer points toward the Postgraduate Certificate in Change Management.



## Regional and Strategic Studies

### Course Title

Africa Issues: Fragility, Security and Complex Peacebuilding

### University

Bradford; Peace Studies and International Development Division  
Faculty of Social Sciences

### Location

Heaton Mount Executive Education Centre, Bradford

### Duration

Over 5 days (Monday pm to Friday lunchtime)

### Dates

30 September - 04 October 2019

### Times

30 September,	13:50 - 18:00;
1, 2, 3 October	08.50 - 18:00;
4 October	08.50 - 14:00

### Course Director(s)

Professor Owen Greene; Dr David Harris

### Course Objectives/Learning Outcomes

The aims and objectives of this course are to enable course participants to:

- Enhance their knowledge and understanding of the contemporary African social, economic and political context, including key trends and challenges, and develop an appreciation of the wide variations across different regions and countries in this immense continent and the progress and changes that have been achieved since the 1990s as well as the on-going challenges of poverty, state fragility, poor governance, conflict and insecurity.
- Develop their critical awareness of the importance of understanding complex and specific local and regional contexts and histories when developing or supporting any missions or programmes to support or engage with African countries and localities; and appreciation of recent experience and lessons learned to guide such activities and missions in the future.
- Develop knowledge and understanding of issues of peace, conflict, security, and peacebuilding and statebuilding in Africa and its sub-regions, and of multiple factors that cause and maintain fragility and conflict in Africa which need to be taken into account in strategies and programmes to prevent conflict, improve security and justice provision, and tackle trafficking, terrorism and violent extremism.
- Critically assess and engage with debates about peace and security building and counter terrorism and trafficking in contemporary areas of Africa of high interest to the UK and its international partners, through detailed examination of selected case studies, for example Kenya, Somalia, Nigeria, Sierra Leone, Mali, Libya, South Sudan, DRC, or Zimbabwe.

### General Description:

This course examines contemporary trends and challenges in Africa, particularly as they relate to state fragility, governance, conflict, security and peace-building and to responses to such challenges within Africa and by the UK and international partners (e.g. UN, NATO, EU, aid donors). The course highlights the wide variety of conditions across the 48 states in an immense and diverse continent, and the progress that has been achieved since the 1990s as well as the problems. It demonstrates the high importance of good knowledge of local context, history, and 'stakeholder' interests for any international missions or programmes for aid or for support for peace-building,

statebuilding and countering trafficking and violent extremism.

Having reviewed key thematic issues for contemporary sub-regions of Africa, the course deepens the analysis through selected case studies of countries or regions of particular concern to the UK and its allies, for example Kenya, Somalia, Nigeria, Sierra Leone, Mali, Libya, South Sudan, DRC, and Zimbabwe. The experience and lessons learned from recent interventions and peace-support missions are critically examined, and the implications for UK foreign and security policies and UK armed forces are discussed.

For full information about this course please go to the DLE website.

### Joining Instructions and Pre-Course Work:

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population:

Open Entry: The course is designed to appeal to the full range of UK armed forces personnel: both to those coming new to the subject and those already working in related fields but looking for significant professional development and enhanced expert understanding.

### Delivery Method:

Students will receive relevant pre-course readings via email, customised for the course. During the course itself, teaching and learning will be through a combination of lectures, discussions, group work and short syndicate projects, in an intensive four day period of teaching and learning at Heaton Mount Conference Centre, with its excellent teaching rooms and facilities and break-out rooms in the same building complex as the restaurant (for meals) and accommodation.

Speakers: All sessions will be presented by internationally recognised experts in the relevant field, including experienced and specialist academics at the University of Bradford and other UK Universities, but also prominent experts from the UK and international policy and practitioner communities.

### Additional Information:

The Course Directors are Professor Owen Greene and Dr David Harris, who each are recognised international experts on peace, conflict, security and development in Africa; and on challenges and processes of conflict prevention, stabilisation and peace-building support by the UK and its international partners. Dr Harris is Director of the JEFAS centre on peace and security in Africa based at the Division of Peace Studies and International Development at Bradford University, and has wide experience of relevant issues and processes across sub-Saharan Africa. Professor Greene has similarly wide experience and active engagement with core issues for this course across much of Africa and many African countries, and has been an advisor and consultant to the UK, UN, EU, ECOWAS and over 15 other governments on these issues. He has been the course director for the successful USCP courses on African security and peacebuilding in complex political emergencies during 2013-2017.

### Certificate of Attendance:

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT):

For those students who opt to pursue further studies to achieve an accredited 20 credit MA-level module, there will be additional tutorial session in the early evenings during the course. Once they embark on such follow-on studies after the course, they will each be assigned a personal academic tutor, to guide them on further reading and directed study, and on the research, preparation and development of relevant assessed work, normally a policy analysis project and presentation and a 3,500 word academic essay.



19/20

## Regional and Strategic Studies

### Course Title

Asia, Africa and Latin America: Dynamism and Change in the Global South

### University

Westminster

### Location

Central London

### Duration

3.5 days

### Date

04 - 07 February 2020

### Times

Day 1-3	0900 - 1700
Day 4	0900 - 12.30

### Course Director(s)

Dr Hannah Cross

### Course Objectives/Learning Outcomes

By the end of the course, the successful participants will be able to:

- demonstrate a general knowledge of state forms and political systems in Africa, Asia and Latin America in the contemporary era and deeper knowledge of one adopted region
- analyse various patterns of dynamism and change in politics in the global south within the global order, whilst recognising the specific social, cultural and historical contexts of different countries and regions
- evaluate a range of theoretical positions and their limitations in international relations and development theory that can be applied to the politics of the global south
- interrogate representations of the global south, including those of the 'emerging powers' in the BRICS and MINT, discourses of development and human rights, and questions of international security and geopolitics
- communicate clearly the significance, power relations and implications in different narratives and conceptualisations of the global south as a bloc and in selected case studies at the societal, national and regional level.

### General Description

This course is an introductory examination of the politics and international relations in regions and countries in Asia, Africa and Latin America, as sites that are predominantly associated with crisis and problems, but also with liberation and resistance, rising power and growth. It investigates the political development of the 'global south' as a bloc of international solidarity and also as a collection of states and political systems whose trajectories into the 21st century and engagement in the global order are highly differentiated. They range from emerging global powers to 'failed states', from most rapidly growing countries to the poorest ones, from experiencing the most violent conflicts to having long term stability. Participants will critically evaluate the narratives, concepts, theories and experiences of political

development in the global south, working individually and collaboratively to develop their empirical and theoretical knowledge of these dynamic regions.

For full information about this course please go to the DLE website.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 – 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

Foundation degree level – Level 5; targeted at delegates with NQF Level 4 qualifications, or relevant work experience.

### Delivery Method/Pre-Course Work

The module comprises 4 separate elements: a 6-week pre-course phase (delivered and supported through the VLE), a 3.5-day residential, a 4-week post-course phase (supported through the VLE) and a final assessment phase.

Delegates are provided with structured pre-course materials linked to the course themes so that delegates with basic background knowledge can prepare themselves for maximum engagement on the residential.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

Optional Assessment to qualify for University-level Credits. Assessment rationale: The assessment regime is designed to support learners and to evaluate their achievement within the module.

- The 4000 words essay encourages in-depth engagement with, and analysis of, primarily written material, critical reflection and comparative analysis of varying, including contradictory, theories and theoretical debates, and frame arguments coherently, critically and convincingly.

### Assessment criteria

- In marking the essays, lecturers will consider:
- The extent to which the remit of the assignment has been met;
- The range of research and collation of information and material;
- The structure and coherence of the argument;
- The clarity and accuracy with which ideas are expressed;

20 Credits at undergraduate level 5 awarded on successful completion of the assignment. The cost per delegate of the accreditation tasks plus additional support is £300.





19/20

## Regional and Strategic Studies

### Course Title

Asian Issues: Power shifts, security, and conflict prevention

### University

Bradford; Peace Studies and International Development Division  
Faculty of Social Sciences

### Location

Heaton Mount Executive Education Centre, Bradford

### Duration

Over 5 days (Monday pm to Friday lunchtime)

### Dates

16 - 20 Mar 2020

### Times

16 March	13:50 - 18:00;
17, 18, 19 March	08.50 - 18.00;
20 March	08.50 - 14.00

### Course Director(s)

Professor Owen Greene  
Professor Christoph Bluth

### Course Objectives/Learning Outcomes:

The aims and objectives of this course are to enable course participants to:

- Enhance their knowledge and understanding of recent development and trends in Asia, including
- China, Russia India and other emerging powers in regional and global political economy, and engage with debates about their significance for conflict prevention, non-proliferation and regional and global security governance.
- Enhance their understanding and capacity to analyse recent developments in the foreign and security policies of Russia, China, India, Japan, Indonesia and other selected states, and their implications for relationships with the USA and its allies and for regional and sub-regional security in different sub-regions of Asia.
- Understand and critically analyse security dynamics, risks and opportunities in selected sub regions of Asia, and the implications for international security priorities and concerns of the UK and its allies.

### General Description:

This course examines contemporary issues, trends and challenges relating to power, conflict, conflict prevention and security in Asia and its key sub-regions, and their relationships with wider issues of global security and security governance. It does so having provided an outline of key economic, social and political developments within Asia, and the changing significance of Asia in the global political economy. The course examines shifts in power relationships, including the (re-) emerging influence and foreign and security policies of China, Russia, India, Indonesia and others, and the implications for relationships with the USA, Japan and their allies. It further examines the challenges of conflict management and prevention involving great and medium powers in relation to selected 'hot spots', including the Korean Peninsula, Taiwan, South China Seas, and South West and Central Asia. The

course then proceeds to examine specific security issues and trends in selected sub-regions of Asia, including North East Asia, South East Asia, South Asia and Central Asia.

For full information about this course please go to the DLE website.

### Joining Instructions and Pre-Course Work:

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population:

Open Entry: The course is designed to appeal to the full range of UK armed forces personal: both to those coming new to the subject and those already working in related fields but looking for significant professional development and enhanced expert understanding.

### Delivery Method:

Students will receive relevant pre-course readings via email, customised for the course. During the course itself, teaching and learning will be through a combination of lectures, discussions, group work and short syndicate projects, in an intensive four day period of teaching and learning at Heaton Mount Conference Centre, with its excellent teaching rooms and facilities and break-out rooms in the same building complex as the restaurant (for meals) and accommodation. All participants are provided with teaching materials (including copies or presentations) during the course, and at the end of the course received a CD containing all course materials.

Speakers: All sessions will be presented by internationally recognised experts in the relevant field, including experienced and specialist academics at the University of Bradford and other UK Universities, but also prominent experts from the UK and international policy and practitioner communities.

### Certificate of Attendance:

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT):

For those students who opt to pursue further studies to achieve an accredited 20 credit MA-level module, there will be additional tutorial session in the early evenings during the course. Once they embark on such follow-on studies after the course, they will each be assigned a personal academic tutor, to guide them on further reading and directed study, and on the research, preparation and development of relevant assessed work, normally a policy analysis project and presentation and a 3,500 word academic essay.



## Regional and Strategic Studies

### Course Title

Business of War and Terrorism

### University

Staffordshire

### Location

Stoke Campus

### Duration

3 days

### Date

7 - 9 April 2020

### Times

Tue & Wed	0900 - 1700
Thu	0900 - 1600

### Course Director(s)

Martin Smith

### Course Objectives/Learning Outcomes

- Analyse war and terrorism using theories of defence and security
- Critically appraise application in various areas of policy such as terrorism, the peace dividend and war finance
- Assess the academic literature in analysis and appraisal to support discussion and arguments
- A critical understanding of the complex military decision-making process

### General Description

This module aims to assess the impact of war and terrorism on business activity. There are six broad sections in this module, which encompass the business aspects of war and terrorism on the global economy.

- Impact of War and Terrorism
- Global Arms Trade
- Military Labour Markets
- Defence Procurement
- Terrorism and Security
- War Finance and Alliances

The module explores the economic impact of war, weapons procurement, the economics of security and the continuing presence of terrorism. The module poses many questions such as do we need a Professional Army? We will also consider what makes a good war and whether war can be privatised. Inevitably the question of how war should be financed plays a role in determining how war is conducted. Analysis of future of conflict will lead to discussion of future defence spending, procurement and the nature of the defence industrial market.

The module concludes by examining perceptions of the risk of terrorism to economic and social behaviour and how these perceptions may influence responses to combat real and perceived danger.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

It is recommended that participants familiarise themselves with the key articles in the pre-reading prior to the course.

### Intended Population

This is an open entry course with no previous study of international relations or related subjects required. The course will be taught at undergraduate level but will be accessible to all ranks provided there is a willingness to engage and participate.

### Delivery Method

The module will be delivered in a workshop format. The Business of War and Terrorism course is designed to be challenging, stimulating and reflective, your participation is encouraged to form lively debate and we welcome comments and suggestions. There will be a combination of lectures, activities and discussion which will draw on experience and recommended pre-reading. This format is particularly effective for groups with differing levels of prior knowledge and perhaps different levels of ability. Participants will be asked to engage with the course reading. A variety of interactive learning media will be used to present material including video and podcasts.

### Additional Information

Students will be provided with a comprehensive course handbook which outlines key aspects of the subjects to be investigated. It is also suggested that the students visit selected web-sites (see Course handbook) that introduce material related to the business of war and terrorism. It is assumed candidates for the course understand military operations and perhaps less understanding of business and economics

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

On completion of the short course, students can undertake further study to gain accreditation for this module. This additional study is delivered via distance learning through our Virtual Learning Environment which includes directed reading, engagement within discussion forums around focused questions and the submission of written assignments. Further details will be provided during the course.

On successful completion of the follow-up course, students will receive either 30 credits at Level 7 or 15 credits at Level 6 which can be used as accreditation against a number of Staffordshire University degree programmes.



## Regional and Strategic Studies

### Course Title

The Changing Global Order

### University

Staffordshire

### Location

Stoke Campus

### Duration

3 days

### Date

24-26 March 2020

### Times

Tue - Thu

0900 - 1730

### Course Director(s)

Fiona Robertson-Snape

### Course Objectives/Learning Outcomes

- Understand the concept of a global order and the significance of power distribution in the international system
- Understand the historical overview of changing global orders from 1945 to the present
- Understand the nature, power, foreign policy and aspirations of the United States and the key emerging powers of China, India, Russia and the European Union
- Analyse the significance of global power shifts for the contemporary order
- Critically evaluate the possible alternative emerging global orders

### General Description

An international order is determined by the relationships of power between key actors in the global system and provides the context within which international relations take place. For much of the last century, the international system was dominated by the United States: it was the era of the American order. The United States emerged from the Second World War with an unprecedented level of economic power as well as a nuclear monopoly and in the immediate post war period, through its policy of institution-building, established a liberal framework which largely persists to this day. The system of governance that currently operates in the world, therefore, is in large part a consequence of U.S. power and leadership. Power in world politics is the ability to influence or determine international outcomes and since 1945 the United States has been able to shape the international system to a very high degree and its structural power has enabled it to privilege its interests in the international system. Whilst its power was balanced through the Cold War by the Soviet Union, the period after that conflict, what U.S. President George Bush dubbed the New World Order, was marked by a 'uni-polar moment' during which U.S. power was often described as hegemonic. In recent decades, however, the rise of other powers, notably the European Union, China, India and Russia has meant that power is becoming increasingly dispersed. Whilst a range of alternative futures is possible, the move towards a more multi-polar world signals an end to the period of hegemonic US power.

This course considers the implications of this through an examination of the power, foreign policies and aspirations of some key contenders for great power status. It also examines the likely response of the United States in the era of Donald Trump and considers the extent to which the post-war liberal order is now under threat. It will also offer opportunity for interesting and informed discussion of what kind of order might emerge to replace it. It should be noted that the detailed course content for the second and third days may change in response to changing international circumstances.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

This is an open entry course with no previous study of international relations or related subjects required. The course will be taught at undergraduate level but will be accessible to all ranks provided there is a willingness to engage and participate.

### Delivery Method

The course will be delivered in a workshop format. Tutors will deliver information and explain the context of the material under examination. They will also use multi-media and film presentations to allow visual learning. Handbooks will be provided that will support lectures and allow participants to follow along while the lecture sections are given. Built into the programme are sessions in which participants will be asked to look at selected questions in sub-groups to come to conclusions after a period of discussion. They will then report back to the full-group and further full-group discussion can take place. This workshop teaching style is particularly effective for groups with differing levels of prior knowledge and perhaps different levels of ability.

### Additional Information

#### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

#### Credit Accumulation Transfer Points (CAT)

On completion of the short course, students can undertake further study to gain accreditation for this module. This additional study is delivered via distance learning through our Virtual Learning Environment which includes directed reading, engagement within discussion forums around focused questions and the submission of written assignments. Further details will be provided during the course.

On successful completion of the follow-up course, students will receive either 30 credits at Level 7 or 15 credits at Level 6 which can be used as accreditation against a number of Staffordshire University degree programmes.





## Regional and Strategic Studies

### Course Title

China and the World: from Mao Zedong to the Present

### University

Westminster

### Location

Central London

### Duration

3.5 days

### Date

3 - 6 March 2020

### Times

Day 1-3	0900 - 1700
Day 4	0900 - 12.30

### Course Director(s)

Dr Cangbai Wang

### Course Objectives/Learning Outcomes

By the end of the module delegates are expected to be able to:

- demonstrate detailed and comprehensive knowledge and in-depth understanding of issues in contemporary Chinese politics and international relations
- apply appropriate research methods, theoretical perspectives and analytical techniques
- recognise the complexity of social and political processes
- consider, weigh and synthesize evidence and argument to reach and support reasonable and sustainable conclusions
- communicate effectively in English using recognised academic conventions to a high standard

### General Description

This module aims to provide delegates with detailed knowledge and critical understanding of China's transformation over recent decades from an isolated and under-developed country to a global political and economic power. The module aims to enable delegates to grasp the extent, rapidity and complexity of this transformation through a study of the main social and political developments in China in the last forty years, including the Four Modernisations, emerging civil society, Chinese military development and Asian stability, democratisation and human rights, as well as US-China relations. It also aims to allow delegates to locate change in both regional and international contexts and gain critical understanding, from a variety of perspectives using appropriate frameworks and concepts. In addition the module aims to enable delegates to develop research skills, to evaluate and use a diverse range of information and sources, including primary and secondary sources in translation, and to express their learning and own ideas in the appropriate register.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

Honours degree level - Level 6; targeted at delegates with NQF Level 5 qualifications, or relevant work experience.

### Delivery Method/Pre-Course Work

The module is delivered at the University over 3.5 days with additional enquiry-based stimulus provided for self-study in preparation for the course (via the University Virtual Learning Environment, Blackboard) and post course. The residential components combines lecture-led sessions, which provide key knowledge, approaches and interpretation and seminars with the emphasis on delegate-led contribution to the learning process. Learning is fostered by a mixture of individual and group work, using authentic source materials available in translation whenever possible. Delegates are expected to actively participate both in class and in the tasks delivered through the VLE.

### Additional Information

#### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

#### Credit Accumulation Transfer Points (CAT)

Optional Assessment to qualify for University-level Credits.

Assessment rationale.

Different types of coursework are designed to test the full range of learning outcomes listed above and to evaluate the extent to which the factual and conceptual material covered in the module has been understood. Delegates will submit two pieces of written work: a 1,500-word professional report to a precise brief which will be made available to delegates on Blackboard; and a 2,500-word essay on a topic set by the module leader.

Assessment 1: 1,500 word professional report, 40%

Assessment 2: 2,500 word essay, 60%

Assessment is designed to allow delegates to demonstrate their acquired knowledge and understanding of economic, social and political changes in China during the period under study, their grasp of the syllabus as a whole and their ability to identify key issues and key analytical concepts. In addition it is intended to allow delegates to demonstrate key skills of interpretation and analysis and of literacy, as well as the ability to argue a case, both in oral and written form.

The report and essay will test ability to demonstrate in-depth knowledge of the specific themes relevant to the module, ability to elaborate and justify a relatively sophisticated argument, and ability to express those themes and issues in academic English.

Assessment criteria will be made available to delegates. on request. The cost per delegate of the accreditation tasks plus additional support is £300.



19/20

## Regional and Strategic Studies

### Course Title

Climate Issues: Trends, Impacts and Security Challenges

### University

Bradford; Peace Studies and International Development Division  
Faculty of Social Sciences

### Location

Heaton Mount Executive Education Centre, Bradford

### Duration

Over 5 days (Monday pm to Friday lunchtime)

### Date

24 - 28 February 2020

### Times

24 February	13:50 - 18:00;
25, 26 and 27 February	08.50 -18.00;
28 February	08.50 - 14.00

### Course Director(s)

Professor Owen Greene

### Course Objectives/Learning Outcomes:

The aims and objectives of this course are to enable course participants to:

- Increase their knowledge and critical understanding of the sciences (physical, biological, economic and social) of climate change and scenarios for future risks, and of the relative reliability and uncertainty of the key aspects of recent authoritative international assessments, including those of the scientific Intergovernmental Panel on Climate Change (IPCC) and the UK's Hadley Centre;
- Develop their knowledge and capacity to engage with international assessments and debates about the likely impacts of climate change (changes in average temperatures, precipitation (rain, snow), sea level rise and ocean acidity, and storminess and extreme events) on societies and ecosystems in various parts of the world, including the UK, Europe and different developing country regions (Africa, Asia, Americas, low-lying states, etc);
- Analyse and assess the significance and effectiveness of present international agreements (including the 2014 Paris Agreement) and national action plans to mitigate climate change and its impacts in the foreseeable future.
- Understand and analyse national debates about risks of climate change in key states (including UK, USA, EU, Russia, China and India), and their recent influence on their government's perceived national interests and national security concerns relating to climate change – including geo-strategic issue raised in the Arctic, transnational river basins, and elsewhere.
- Understand and assess the possible and likely implications for poverty, displacement and migration, stability, conflict and insecurity of climate change in fragile and conflict affected areas of the world, including Africa, Middle East and North Africa, and Asia.

### General Description:

This course reviews and examines the causes and likely and possible impacts of climate change, on the basis of the most up-to-date international scientific assessments, and the present knowledge and debates about their implications for human societies and ecosystems in different regions of the world. These assessments will include not only the implications of 'business as usual' scenarios but also of scenarios for the effectiveness of existing international agreements and national action plans to mitigate climate change. The course then explores in some detail the possible implications for international, national and community level security, from the perspective of both the regions and peoples which are likely to be most severely affected and of the UK and its allies and partners which are likely not only to have to cope with climate change themselves but also to play major roles in responding to its impacts elsewhere in the world.

For full information about this course please go to the DLE website.

### Joining Instructions and Pre-Course Work:

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population:

Open Entry: The course is designed to appeal to the full range of UK armed forces personnel; both to those coming new to the subject and those already working in related fields but looking for significant professional development and enhanced expert understanding.

### Delivery Method:

Students will receive relevant pre-course readings via email, customised for the course. During the course itself, teaching and learning will be through a combination of lectures, discussions, group work and short syndicate projects, in an intensive four day period of teaching and learning at Heaton Mount Conference Centre, with its excellent teaching rooms and facilities and break-out rooms in the same building complex as the restaurant (for meals) and accommodation. All participants are provided with teaching materials (including copies or presentations) during the course, and at the end of the course received a CD containing all course materials.

Speakers: All sessions will be presented by internationally recognised experts in the relevant field, including experienced and specialist academics at the University of Bradford and other UK Universities, but also prominent experts from the UK and international policy and practitioner communities.

### Certificate of Attendance:

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

For those students who opt to pursue further studies to achieve an accredited 20 credit MA-level module, there will be additional tutorial session in the early evenings during the course. Once they embark on such follow-on studies after the course, they will each be assigned a personal academic tutor, to guide them on further reading and directed study, and on the research, preparation and development of relevant assessed work, normally a policy analysis project and presentation and a 3,500 word academic essay.



## Regional and Strategic Studies

### Course Title

Conflict, Instability and Insecurity in the Contemporary World

### University

Leeds

### Location

School of History, University of Leeds

### Duration

over 3 days

### Date

30 June - 02 July 2020

### Times

Tue	1430 - 2100
Wed	0900 - 2130
Thu	0900 - 1400

### Course Director(s)

Dr Rachel Utley, Prof. Edward Spiers

### Course Objectives/Learning Outcomes

#### Course objectives

The aim of the course is to introduce delegates to the academic study of events and episodes in contemporary international security studies. Overarching objectives are as follows:

- to identify the context and principal considerations associated with topics discussed;
- to engage with a range of academic perspectives, both written and spoken;
- to enhance evaluation of complex contemporary security challenges; and
- to assess the delegates' capacity to reflect on learning through two written exercises.

#### Learning outcomes

Delegates will gain greater familiarity with topics under consideration; they will establish a broader understanding of their significance and implications in the context of wider developments on the international stage; they will develop skills in critical reading and evaluation, through reading and interpersonal interactions; they will use knowledge and perspectives gained to reflect on, and evaluate, relevant issues with depth and insight; and those seeking CAT points will demonstrate skills attained through two pieces of written work.

### General Description

The prevalence of conflict, instability and insecurity in contemporary international relations remains unchecked. States and non-state actors jostle for position on the international stage; traditional politics and relationships are undermined; nationalism remains a potent force; and regional crises challenge the capacity of the "established order" to resolve them.

The specific theme of the 2020 programme is '**Changing Course? International Relations after Four Years of Trump**'. Discussion topics will include US foreign policy in the contemporary world; relations with principal allies, partners and competitors; sources of (and threats to) US power and international security; opportunities and limits of multilateralism in international relations; and the implications of shifting patterns of international engagement, with regard to the US, Europe and beyond, for UK foreign and defence policy.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences.

### Intended Population

The course will be suitable for all ranks.

### Delivery Method

A combination of lecture presentations, question-and-answer sessions, plenary panels, and seminar discussions will be offered, alongside Library-based tuition. The course co-directors, and selected high-calibre visiting speakers, will offer lectures. The course co-directors will facilitate seminar discussions and plenary sessions, and offer assessment advice to delegates over the duration. A literature review will be completed during the course, and a subsequent written exercise will complete the assessment requirements, for those wishing to gain CAT points. Feedback will be offered on any written work, comprising summative assessment of the literature review, and formative advice about completion of the subsequent evaluative essay.

### Pre-Course Work

Delegates will be provided in advance with six-eight academic articles (or similar) to read in preparation for the course.

### Certificate of Attendance

Personnel completing this course will receive a Certificate of Attendance at the end of the course stating the number of study hours and goals achieved in the course.

### Credit Accumulation Transfer Points (CAT)

Those who wish to gain credit accumulation transfer (CAT) points for this module must complete an additional direct entry form, and register with the University of Leeds. An additional fee is payable for this route, and the award of CAT points will be subject to satisfactory completion of two written assessment components (a literature review and an evaluative essay). Full details will be included in the Joining Instructions.

For those who complete satisfactorily the required assessment components, the Course will award credits as follows:

Course value	5 credits
Module level	Level 1 (first-year undergraduate level)





19/20

## Regional and Strategic Studies

### Course Title

Counter Insurgency: Conventional War of the Twenty First Century

### University

The University of Exeter

### Location

Streatham Campus, Exeter

### Duration

3 days

### Date

3 - 5 December 2019

### Times

Tue - Thu 0900 - 1700

### Course Director(s)

Dr Sergio Catignani

### Courses Objectives

- To understand the distinctive character of past and current insurgency and counter-insurgency campaigns.
- To be aware of the academic literature on counter-insurgency.
- To recognise the tactical, operational and ethical difficulties that counter-insurgency has posed for armed forces involved in counter-insurgency campaigns and to understand what can be learnt from these difficulties that can be used in future operations.

### General Description

Since the early part of the twenty-first century, Western armed forces have frequently been drawn into stabilisation operations involving major counter-insurgency campaigns. The current and potentially temporary decline of interstate war has demanded a fundamental revision of concepts, doctrine, organisational structures and tactics among Western armed forces. This course explores the shift to counter-insurgency from a critical historical perspective. It seeks to explore the difference between current insurgency and counter-insurgency campaigns and equivalent political struggles in the twentieth century. This course will, in particular, enable participants to explore the evolutionary phases of insurgency and counter-insurgency from the Maoist version of the "people's war" in China to the development of global jihad. This course will consider the dilemmas and problems that armed forces have faced in trying to adapt to insurgencies for example in Iraq and Afghanistan, and the doctrinal, operational and tactical adaptations which they have tried to make in the face of these conflicts.

In the future, the military will need to adapt to a fast-changing operating environment: one far more urbanised and digitally challenging, with influential non-state actors where complex arrangements alliances and partnerships will be the norm. Lessons can be learnt from recent counter insurgency experiences that can help the armed forces respond to these challenges.

### Intended Student Population

This course will be suitable for those with a professional and/or academic interest in insurgency and counter-insurgency. No prior knowledge is expected as sufficient background readings will be provided in order to allow participants to familiarise themselves with the issues and campaigns analysed during the course.

### Other Comments

This course will be convened by Dr Sergio Catignani, Senior Lecturer in Security and Strategic Studies from the Strategy and Security Institute and delivered by Exeter academics including for example Professors Martin Thomas and Jeremy Black, whose research and teaching backgrounds are in the fields of insurgency, counter-insurgency and warfare.

This course stands alone, but will be particularly beneficial in conjunction with "Terrorism and Counter-Terrorism" or the "Stabilisation, Governance and Rule of Law" course.

### Joining Instructions

Joining instructions and information to enable access to the University's Virtual Learning Environment (VLE) in order to access the course reading and other supplementary material will be sent 4 - 5 weeks prior to the course. Once the CPD Registration Form has been completed and returned to the University you will be sent log-in details to access the information.

Certificate of Attendance: personnel completing this course will receive a Certificate of Attendance at the end of the course stating the number of study hours and goals achieved in the course.

### Credit Accumulation Transfer Points (CAT)

Participants will gain 15 credits towards a postgraduate Certificate, Diploma or Masters if they undertake the post course assignment and reach the required standard.





## Regional and Strategic Studies

### Course Title

Cyber Security: National Resilience and International Governance

### University

The University of Exeter

### Location

Streatham Campus, Exeter

### Duration

3 days

### Date

4 - 6 February 2020

### Times

Tue - Thu 0900 - 1700

### Course Director(s)

Professor Mike Schmitt

### Course Objectives

Cyberspace can be understood as a medium for communication and information exchange that touches the lives of nearly every person and organisation on earth. However the value of cyberspace is calculated (morally, politically, commercially, strategically, legally, socially, or individually), and whatever the level of interaction (personal, local, regional, national or international), it is clear that cyberspace is a medium in which considerable value is invested. This investment will grow dramatically into the foreseeable future.

Much of the investment is highly vulnerable to various sources of cyber risk, from hostile cyber operations launched by individual hackers or organised crime syndicates to terrorists or even states. Thus, ensuring the safety and stability of cyberspace as a domain for interaction, communication, and exchange has become a critical challenge on the global international security policy agenda. Yet, at both the national and the international levels, there are seemingly more obstacles to, rather than opportunities for, the development of a safe and secure global information and communications infrastructure.

Recognizing the centrality of the matter, the *UK National Security Strategy and Strategic Defence and Security Review* (2015) cites the "impact of technology, especially cyber threats" as one of four 'particular challenges' that are 'likely to drive UK security priorities for the coming decade'. This challenge, according to the Review, has both 'immediate and longer-term implications.' It also has significant military implications. As noted in the Ministry of Defence's *Future Operating Environment 2035*,

*Cyberspace will continue to be contested out to 2035, by a larger and more diverse range of actors. The challenges to information and infrastructure security will be immense in 2035, with cyber attacks growing in scope, frequency and impact. Adversaries will be adaptive and be able to develop malicious cyber effects that strike at strategic, operational and tactical levels - not just against traditional military and critical infrastructure targets.*

By the end of this Short Course, participants will have a clear understanding of the evolving cyber security debate; the security challenges that emanate from cyberspace; the notion of 'resilience' as the basis for national policy; national and international efforts regarding the governance of cyber space; and the international law applicable to cyber operations.

### General Description

The course is comprised of a series of lectures and presentations, together with seminar discussions in which students will be required to take the lead. The course will include interactive sessions, discussion of cyber risk assessments, recent case studies.

Day 1 of the Course examines the evolution of cyber security as a policy challenge. How is cyber space misused, by whom, for what purposes and with what effect?

Day 2 addresses 'resilience' as the basis of national responses to cyber security challenges. The protection of the critical national infrastructure will be examined using the approach taken in the United Kingdom as a case study.

Day 3 turns to the international governance of cyber space. Current efforts to develop norms for cyberspace will be examined. Additionally, the Course will examine the existing international legal regime.

### Intended Participants

This course is suitable for those of any rank with an interest in the evolution of cyber security as both a national and international security challenge. No previous policy or academic experience is required, and neither is it expected that participants will have more than a general familiarity with the technological aspects of the subject.

### Other Comments

The course will be convened by Professor Michael Schmitt, now Professor of International Law at Exeter who was formerly the project director for the Manual on the International Law Applicable to Cyber Warfare at NATO Cooperative Cyber Defence Centre of Excellence – the Tallinn Manual. Supported by Dr Kubo Macak from the Law School and Dr Danny Steed from the National Cyber Centre together with a practitioner from the Cyber Risk world.

This course stands alone but will be particularly effective in conjunction with "Terrorism and Counter-Terrorism" course and "Counter-Insurgency in the Twenty-First Century".

### Joining Instructions and Pre-Course Work

Joining instructions and information to enable access to the University's Virtual Learning Environment (VLE) in order to access the course reading and other supplementary material will be sent 4 - 5 weeks prior to the course. Once the CPD Registration Form has been completed and returned to the University you will be sent log-in details to access the information.

Certificate of Attendance: personnel completing this course will receive a Certificate of Attendance at the end of the course stating the number of study hours and goals achieved in the course.

Credit Accumulation Transfer Points (CAT):

Participants will gain 15 credits towards a postgraduate Certificate, Diploma or Masters if they undertake the post course assignment and reach the required standard.



## Regional and Strategic Studies

### Course Title

Innovation, Transformation and the Character of War

### University

Staffordshire

### Location

Stoke Campus

### Duration

3 days

### Date

10 - 12 March 2020

### Times

Tue & Wed	0900 - 1700
Thu	0900 - 1600

### Course Director(s)

Dr. Simon J. Smith

Supported by: Professor David Galbreath

### Course Objectives/Learning Outcomes

Upon completion of the course, you should be able to:

- Demonstrate an in-depth understanding of the various drivers (as well as the relationship between them) of military transformation
- Critically evaluate how various drivers of transformation impact on how militaries (particularly European militaries) innovate.
- Critically examine the challenges that face contemporary European military forces within the context of dwindling financial resources and changes in the strategic foundation of contemporary militaries while also evolving within a changing geopolitical and operational environment.
- Identify the rationales for decision-making in Europe's changing military environment.
- For accredited component, of course only: Express sophisticated and coherent expositions and arguments.

### General Description

In general, European militaries have become smaller but they have also become more professional, more specialized, more robust, more skilled and arguably smarter. However, not all European militaries are going in the same direction or are even used in the same way. European militaries are changing, for better or for worse, but they are changing as any social organisation would. The aim of this course is to examine why Europe's militaries are changing. It is designed to have students consider how militaries square dwindling financial resources with changes in strategic and operational priorities. Students will be motivated to question how militaries in Europe are changing in the face of contemporary financial, strategic, geopolitical and operational constraints. The course is designed to encourage students to assess: how we can account for strategic shifts in a) military assets b) force structures and c) deployment scenarios in response to these questions and to ask how changes in Europe's militaries are distributed across Europe. The module also considers what impact communicative structures such as the 'American Agenda' as well as the North

Atlantic Treaty Organisation (NATO) and the European Union (EU) are having on how European militaries transfer and translate from outside their own organisations.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

This is an open entry course with no previous study of international relations or related subjects required. The course will be taught at undergraduate level but will be accessible to all ranks provided there is a willingness to engage and participate.

### Delivery Method

The course will be delivered in a workshop format. Tutors will deliver information and explain the context of the material under examination. Handbooks will be provided that support lectures and allow participants to follow along while the lecture sections are given. Built into the programme are sessions in which participants will be asked to look at selected questions and case studies in sub-groups groups to come to conclusions after a period of discussion. They will then report back to the full-group and further full-group discussion can take place. This workshop teaching style is particularly effective for groups with differing levels of prior knowledge and perhaps different levels of ability.

### Additional Information

Students will be provided with a lengthy course handbook which outlines key aspects of the subjects to be investigated. It is also recommended that the students visit an open-access reading list that will be provided.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

On completion of the short course, students can undertake further study to gain accreditation for this module. This additional study is delivered via distance learning through our Virtual Learning Environment which includes directed reading, engagement within discussion forums around focused questions and the submission of written assignments. Further details will be provided during the course.

On successful completion of the follow-up course, students will receive either 30 credits at Level 7 or 15 credits at Level 6 which can be used as accreditation against a number of Staffordshire University degree programmes.





# **Tri-Service University Short Courses**

**2-5 DAYS**

*Open to all Rank / Rate Levels*

## **COURSES IN**

*Command Leadership and Management  
Regional and Strategic Studies, Languages, STEM*

## **UNIVERSITIES**

*Anglia Ruskin, Bradford, Brighton,  
University of Edinburgh Business School,  
Edinburgh Napier, Exeter, Leeds,  
Staffordshire, Westminster*

## **CONTACT**

### **Naval Service**

*Learning and Development Organisation (Water Front)  
LDO Co-ordinator 9380 27933 or 02392 727933*

### **Army**

*Local Education Centre or  
USCP Administrator: 94391 2374 or 01264 382374*

### **RAF**

*Station Learning Centre or  
Higher Education Registrar: 95751 8179 or 01400 268179*



# USCP Course Information for Academic Year 2019 - 2020

		Dates	Location
Languages			
Languages in Action	- French; Spanish.	31 Mar-02 Apr 20	Exeter
Languages in Action	- Arabic; French; Russian	16-18 Jun 20	Exeter
Command Leadership & Management			
Organisational Change in Context		18-22 Nov 19	Brighton
Entrepreneurial Leadership		14-17 Jan 20	Edinburgh Napier
Managing Innovation		21-24 Jan 20	Edinburgh Napier
Managing Human Aspects of Change		10-14 Feb 20	Brighton
Leadership, Strategy and Innovation		17-20 Mar 20	Edinburgh Napier
Leadership and Change		19 - 21 May 20	Exeter
Digital Leadership		1 - 5 Jun 20	Edinburgh Business School
Leadership Matters: Contemporary Debates		9-11 Jun 20	Exeter
Leading Change in Innovation & Rapidly Evolving Environments		15-19 Jun 20	Brighton
Regional and Strategic Studies			
Africa Issues: Fragility, Security and Complex Peacekeeping		30 Sep-04 Oct 19	Bradford
Open Source Intelligence Training		08-10 Oct 19	Exeter
Terrorism: Trends, Causes and Responses		11-15 Nov 19	Bradford
Human Rights, Intervention and Peacekeeping		19-21 Nov 19	Staffordshire
Security & Conflict in Central Asia		26-28 Nov 19	Staffordshire
Counter Insurgency: Conventional War of the Twenty First Century		3-5 Dec 19	Exeter
Religion and Culture: Conflict and Cooperation		10-11 Dec 19	Staffordshire
Asian Issues: Democratisation, Conflict, Prevention		16 - 20 Mar 20	Bradford

Asian Issues: Powershifts, Conflicts Prevention	16 - 20 Mar 20	Bradford
Security Issues: Contemporary Challenges Risks and Responses	27- 31 Jan 20	Bradford
The European Union as a Regional Power	28-31 Jan 20	Westminster
Cyber Security: National Resilience and International Governance	4 - 6 Feb 20	Exeter
Asia, Africa and Latin America: Dynamism and Change in the Global South	4-7 Feb 20	Westminster
Stabilisation, Governance and Rule of Law	11-13 Feb 20	Exeter
Iran: History, Culture & Politics	18-20 Feb 20	Staffordshire
Global Security	18-21 Feb 20	Westminster
Climate Issues: Trends, Impacts and Security Challenges	24-28 Feb 20	Bradford
China and the World: from Mao Zedong to the Present	3-6 Mar 20	Westminster
Innovative, Transformation and the Character of War	10-12 Mar 20	Staffordshire
The Changing Global Order	24-26 Mar 20	Staffordshire
The Business of War & Terrorism	7-9 Apr 20	Staffordshire
Terrorism and Counter Terrorism	21-23 Apr 20	Exeter
Strategy Communication in an Era of Persistent Confrontation	28-30 Apr 20	Exeter
Migration and Security	28-30 Apr 20	Staffordshire
Foreign Policy: National Security Strategy	12-14 May 20	Exeter
Russian Geopolitics & Security	12-14 May 20	Staffordshire
Global Issues: Challenges, Responses and Security Implications	1 - 5 Jun 20	Bradford
Conflict, Instability and Insecurity in the Contemporary World	30 Jun-2 Jul 20	Leeds
<b>STEM</b>		
Cyber Technologies	21-23 Jan 20	Anglia Ruskin
Cyber Warfare and Malicious Software	26-28 May 20	Staffordshire







19/20

## Regional and Strategic Studies

### Course Title

Foreign Policy and National Security Strategy

### University

The University of Exeter

### Location

Streatham Campus, Exeter

### Duration

3 days

### Date

12 - 14 May 2020

### Times

Tue - Thu 0900 - 1700

### Course Director(s)

Professor Jamie Shea

### Course Objectives/Learning Outcomes

Aims of this course include

- Demonstrate substantive knowledge of the main theories of foreign policy and 'grand strategy', and be able to adopt critical positions adopted towards them;
- Show an ability to identify and discuss the key concepts in relation to decision-making, particularly rational actor models and socio-psychological understandings;
- Show an ability to identify and debate the linkages between foreign and defence policy, allies and partner nations;
- Evaluate the UK's efforts to institutionalise strategic planning through its National Security Strategy and new formal bodies.

### General Description

We tend to think of foreign policy as a territory inhabited by diplomats, foreign ministers and journalists. It surrounds us but does not affect us directly. 'Foreign Policy and National Security Strategy' challenges this assumption: in an age of disruption and popular mobilisation, questions of trade, war, migration and statehood engage us all. Non-state actors also have foreign policies, our choices must take account of allies and partners, and the most polarising domestic debates, from borders to economics, are also internationalised. As the UK's *National Security Strategy and Strategic Defence and Security Review* of 2015 observes, 'In a rapidly changing, globalised world, what happens overseas increasingly directly affects us at home. We need policies and capabilities which enable us to tackle immediate challenges, such as the threat from ISIL; to secure our interests over the longer term; and to respond rapidly to the unexpected. We need allies and partners who support us, and an international system which reflects our values and helps us to protect our interests.'

Part one of the module covers definitions of foreign policy and an overview of the functions and purposes of diplomacy and diplomats. Part two looks more closely at the dominant actors who 'do' foreign policy, and scrutinises the UK's attempt to codify long-term planning in a national security strategy. Part three looks at the domestic and regional dimensions of foreign policy. Attention is paid to the way status quo and revisionist actors increasingly contest the basic question of world order: by what principles should the international community organise international life? Throughout the module, seminars will draw on case studies from a variety of different geopolitical contexts, at the cutting edge of recent developments, including Brexit and the Trump revolt, the Islamic State, Putin's Russia, with the UK's decisions as the continual point of reference.

### Intended Student Population:

The course is designed for those involved at middle and senior management (either non-commissioned or commissioned officers) who are either existing or potential leaders.

### Joining Instructions and Pre-Course Work

Joining instructions and information to enable access to the University's Virtual Learning Environment (VLE) in order to access the course reading and other supplementary material will be sent 4 - 5 weeks prior to the course. Once the CPD Registration Form has been completed and returned to the University you will be sent log-in details to access the information.

Certificate of Attendance: personnel completing this course will receive a Certificate of Attendance at the end of the course stating the number of study hours and goals achieved in the course.

### Other Comments

This module will be convened by Dr Brieg Powel from the Strategy and Security Institute supported by an inter-disciplinary group of academics from across the University.

### Credit Accumulation Transfer Points (CAT)

Participants will gain 15 credits towards a postgraduate Certificate, Diploma or Masters if they undertake the post course assignment and reach the required standard.



19/20

## Regional and Strategic Studies

### Course Title

Global Issues: Challenges, Responses and Security Implications

### University

Bradford; Peace Studies and International Development Division  
Faculty of Social Sciences

### Location

Heaton Mount Executive Education Centre, Bradford

### Duration

Over 5 days (Monday pm to Friday lunchtime)

### Dates

01 - 05 June 2020

### Times

1 June	13.50 - 18:00;
2, 3, 4 June	08.50 - 18:00;
5 June	08.50 - 14:00

### Course Director(s)

Professor Owen Greene

### Course Objectives/Learning Outcomes

The aims and objectives of this course are to enable course participants to:

- Develop an advanced, critical understanding of the complex issues concerning trends, causes and responses to global and transnational trends, actors and dynamics, including the environment and climate change; demographic shifts and population movements; transnational trafficking and crime; and weapons proliferation and arms governance.
- Develop a critical awareness of key concepts and approaches that are used to frame academic, policy and practitioner debates on globalisation, global trends and transnational actors and dynamics.
- Encourage and facilitate critical analysis of trends, causes and responses to globalisation and transnational trends, actors and dynamics.
- Apply this advanced understanding and critical awareness to the specific analysis of trends and security responses to climate change and the environment; demographic transitions and population movements into Europe; transnational trafficking; and crime and weapons proliferation and arms governance.

### General Description:

This course examines core challenges to international order and international security presented by transformations in the global system as well as current and emerging responses to such transformations. The course will begin by historicising the emergence of global and transnational forces, actors and governance mechanisms from the late 19th century onwards. It will particularly focus on the debates over the intensity and extensity of globalisation and the implications of globalising and transnational dynamics for the integrity of the state and for sub-state local governance. After contextualising the process of globalisation and transnationalism the course will then focus on a series of core challenges presented by global and transnational

actors and dynamics. Each course will focus on three out of the four core challenges identified below, with the selection of core challenges being determined each year according to the contemporary salience of the issues.

Historical and international dynamics of weapons proliferation and arms governance. This will particularly focus on (a) nuclear proliferation, non-proliferation and counter-proliferation; (b) new developments in biotechnology and bioweapons and initiatives to prevent proliferation; (c) the conventional arms trade and post-Cold War instruments of international governance.

For full information about this course please go to the DLE website.

### Joining Instructions and Pre-Course Work:

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 – 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population:

Open Entry: The course is designed to appeal to the full range of UK armed forces personnel; both to those coming new to the subject and those already working in related fields but looking for significant professional development and enhanced expert understanding.

### Delivery Method:

Students will receive relevant pre-course readings via email, customised for the course. During the course itself, teaching and learning will be through a combination of lectures, discussions, group work and short syndicate projects, in an intensive four day period of teaching and learning at Heaton Mount Conference Centre, with its excellent teaching rooms and facilities and break-out rooms in the same building complex as the restaurant (for meals) and accommodation. All participants are provided with teaching materials (including copies or presentations) during the course, and at the end of the course received a CD containing all course materials.

Speakers: All sessions will be presented by internationally recognised experts in the relevant field, including experienced and specialist academics at the University of Bradford and other UK Universities, but also prominent experts from the UK and international policy and practitioner communities.

### Additional Information:

The Course Director is Professor Owen Greene, a recognised international expert on global challenges, global governance and the security implications of globalising and transnational actors and dynamics.

### Certificate of Attendance:

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT):

For those students who opt to pursue further studies to achieve an accredited 20 credit MA-level module, there will be additional tutorial session in the early evenings during the course. Once they embark on such follow-on studies after the course, they will each be assigned a personal academic tutor, to guide them on further reading and directed study, and on the research, preparation and development of relevant assessed work, normally a policy analysis project and presentation and a 3,500 word academic essay.





## Regional and Strategic Studies

**Course Title**

Global Security

**University**

Westminster

**Location**

Central London

**Duration**

3.5 days

**Date**

18 - 21 February 2020

**Times**

Day 1-3	0900 - 1700
Day 4	0900 - 12.30

**Course Director(s)**

Donald Aasen

**Course Objectives/Learning Outcomes**

On successful completion of this course participants will be able to:

- analyse major theories of international security, from traditional to critical approaches
- identify and explore strengths and weaknesses of contemporary approaches to global security
- demonstrate understanding of the most important forms of violence and insecurity in the XXI century
- account for the way in which global security occupies a variety of spaces along the continuum of global, local and virtual domain
- understand the centrality of security to global political processes
- demonstrate an understanding of a number of empirical case studies presented during the module
- apply theoretical and conceptual categories to real-world security developments
- criticise and synthesise approaches to formulate independent lines of argument

**General Description**

The course seeks to introduce the study of concepts and practices of security in contemporary global politics with particular reference to the different spaces these concepts and practices occupy. The course encourages students to think beyond the traditional divide between international and domestic politics by considering global security as it plays out along a continuum of global, local and virtual spaces. The course is divided in three parts. In the first part, participants are introduced to geopolitical treatments of international security, from traditional to critical accounts of the link between security and sovereignty, including aspects of conventional warfare. The second part uses a more topological lens to think about global security in the space of the city – from urban warfare to the securitisation of the built environment, to spaces of exception. The third and final part of the will link global and local security practices with the virtual realm by

analysing modes of security and threats to security that are linked to the cyberspace - from simulation and gaming to cyberterrorism.

For full information about this course please go to the DLE website.

**Joining Instructions and Pre-Course Work**

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachment 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

**Intended Population**

Foundation degree level – Level 5; targeted at delegates with NQF Level 4 qualifications, or relevant work experience.

**Delivery Method/Pre-Course Work**

The module comprises 4 separate elements: a 6-week pre-course phase (delivered and supported through the VLE), a 3.5-day residential, a 4-week post-course phase (supported through the VLE) and a final assessment phase.

Delegates are provided with structured pre-course materials linked to the course themes so that delegates with basic background knowledge can prepare themselves for maximum engagement on the residential.

**Certificate of Attendance**

A Certificate of Attendance will be awarded upon completion of the course.

**Credit Accumulation Transfer Points (CAT):**

Optional Assessment to qualify for University-level Credits. Assessment rationale: The assessment regime is designed to support learners and to evaluate their achievement within the module.

- The 4000 words essay encourages in-depth engagement with, and analysis of, primarily written material, critical reflection and comparative analysis of varying, including contradictory, theories and theoretical debates, and frame arguments coherently, critically and convincingly.

**Assessment criteria**

In marking the essay, lecturers will consider:

- The extent to which the remit of the assignment has been met;
- The range of research and collation of information and material;
- The structure and coherence of the argument;
- The clarity and accuracy with which ideas are expressed;

20 Credits at undergraduate level 5 awarded on successful completion of the assignment. The cost per delegate of the accreditation tasks plus additional support is £300.



19/20

## Regional and Strategic Studies

### Course Title

Human Rights, Intervention, and Peacebuilding

### University

Staffordshire

### Location

Stoke Campus

### Duration

3 days

### Date

19 - 21 November 2019

### Times

Tue - Thu 0900 - 1700

### Course Director(s)

Dr. Barbara Emadi-Coffin  
Dr. Fiona Robertson-Snape  
Dr. Simon Smith

### Course Objectives/Learning Outcomes

Upon completion of the course, students should be able to:

- Critically understand the concept of human rights and the issues of humanitarian intervention, peacekeeping, and post-conflict reconstruction.
- Critically assess the roles of international institutions protecting human rights and undertaking intervention and reconstruction, particularly the United Nations, NATO and the European Union.
- Understand in-depth the significance of the concept of human rights for members of the armed services.
- For accredited component of course only: Express sophisticated and coherent expositions and arguments.

### General Description

The course will explore three very significant and related areas of international political significance. The idea of human rights has serious implications for international society as it conflicts with the traditional idea of the sovereignty of the nation state and is subject to extensive political debate. The course will examine both the philosophical origins of the concept of human rights, and the practical political aspects of international concern with human rights. Humanitarian intervention involves the external use of force to protect vulnerable individuals and groups and can be grounded against infringements of human rights. The course will compare examples of humanitarian intervention with other types of military intervention, and will give consideration to post-conflict nation-building and reconstruction with a focus on the issues of rights and democracy.

The course will also investigate some of the issues relating to post-conflict peacebuilding and rights, including democratic nation-building. It will explore the development of the foundations for security, justice, and governance, as well as the re-building of social and economic relationships. Case studies will be critically assessed, including some of the following: Kosovo, Bosnia-Herzegovina, Iraq, Sierra Leone, Libya, Afghanistan, Syria, and others that may develop as time passes.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

This is an open entry course with no previous study of international relations or related subjects required. The course will be taught at undergraduate level but will be accessible to all ranks provided there is a willingness to engage and participate.

### Delivery Method

The course will be delivered in a workshop format. Tutors will deliver information and explain the context of the material under examination. They will also use multi-media and film presentations to allow visual learning. Handbooks will be provided that will support lectures and allow participants to follow along while the lecture sections are given. Built into the programme are sessions in which participants will be asked to look at selected questions in sub-groups to come to conclusions after a period of discussion. They will then report back to the full-group and further full-group discussion can take place. This workshop teaching style is particularly effective for groups with differing levels of prior knowledge and perhaps different levels of ability.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT):

On completion of the short course, students can undertake further study to gain accreditation for this module. This additional study is delivered via distance learning through our Virtual Learning Environment which includes directed reading, engagement within discussion forums around focused questions and the submission of written assignments. Further details will be provided during the course.

On successful completion of the follow-up course, students will receive either 30 credits at Level 7 or 15 credits at Level 6 which can be used as accreditation against a number of Staffordshire University degree programmes.



## Regional and Strategic Studies

### Course Title

Iran: History, Culture and Politics

### University

Staffordshire

### Location

Stoke Campus

### Duration

3 days

### Date

18 - 20 February 2020

### Times

Tue - Thu 0900 - 1700

### Course Director(s)

Dr. Barbara Emadi-Coffin  
Dr. Sita Bali

### Course Objectives/Learning Outcomes

Upon completion of the course, you should be able to:

- Critically explore the history, culture, economy and politics of the Islamic Republic of Iran.
- Understand and analyse factors and trends that affect contemporary Iran.
- Critically assess the role of Iran in the contemporary international community.

### General Description

This course provides an overview of life in Iran in the 20th and early 21st centuries, and the impact that international politics has on Iran's position as a regional power. We will begin by examining the history of Iran, focussing on the 19th and 20th centuries. There will be an emphasis on exploring the political history of this period, including the significance of the Qajar dynasty, the Russo-Persian Wars, the Constitutional Revolution, the 1953 CIA coup - Operation Ajax or 28 Mordad, the rise of Mohammad Reza Shah, the Revolution, the Iran-Iraq War, the swings between reformist and conservative presidents in the recent past, and in 2019 we covered the current struggle between hard-liners and moderates in the government. The course will be updated according to current domestic and international affairs. International responses to these events will also be considered.

The course also investigates the culture of Iran, the influence of Shia Islam and the role of women in Iranian society. We will look at the Iranian economy, analysing the role of oil, the impact of the nuclear sanctions and the more recent Trump administration sanctions, which are currently [2019] creating a deepening economic crisis. We will also explore Iran's international relations, both regionally and with global players like the USA, Russia, and China. We will discuss key recent events, including the rapprochement and P5+1 nuclear negotiations between Iran and the West, the lifting and re-imposing of sanctions, and regional conflicts including the wars in Syria and in Yemen. We will also explore how the hard-line policies of US President Donald Trump have affected Iran's regional position. We will investigate Iran's human rights record and consider the widespread unrest and demonstrations in 2018/19 caused by the collapse of banks and pension funds. The course will attempt to provide an understanding of the ideas and forces that have shaped contemporary Iran, and the role that Iran plays in the international community.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - a link to the open-access, on-line reading list will be provided with instructions for pre-course reading.

### Intended Population

This is an open entry course with no previous study of international relations or related subjects required. The course will be taught at undergraduate level but will be accessible to all ranks provided there is a willingness to engage and participate.

### Delivery Method

The course will be delivered in a workshop format. Tutors will deliver information and explain the context of the material under examination. They will also use multi-media and film presentations to allow visual learning and to allow students to get a feel for the Iranian cultural style. Handbooks will be provided that will support lectures and allow participants to follow along while the lecture sections are given. Built into the programme are sessions in which participants will be asked to look at selected questions in sub-groups to come to conclusions after a period of discussion. They will then report back to the full-group and further full-group discussion can take place. This workshop teaching style is particularly effective for groups with differing levels of prior knowledge and perhaps different levels of ability.

### Additional Information

Participants will be provided with training materials that consist of a detailed handbook, detailed session notes and topical readings. Moreover, participants will be encouraged to visit an open-access reading list that will be provided.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

On completion of the short course, students can undertake further study to gain accreditation for this module. This additional study is delivered via distance learning through our Virtual Learning Environment which includes directed reading, engagement within discussion forums around focused questions and the submission of written assignments. Further details will be provided during the course.

On successful completion of the follow-up course, students will receive either 30 credits at Level 7 or 15 credits at Level 6 which can be used as accreditation against a number of Staffordshire University degree programmes.





## Regional and Strategic Studies

### Course Title

Migration and Security

### University

Staffordshire

### Location

Stoke Campus

### Duration

3 days

### Date

28 - 30 April 2020

### Times

Tue - Wed	0900 - 17.30
Thu	0900 - 16.30

### Course Director(s)

Dr. Sita Bali

### Course Objectives/Learning Outcomes

Upon completion of the course, students should be able to demonstrate:

- Knowledge and understanding of key concepts in migration and of the magnitude of the phenomenon
- Knowledge and understanding of categories of migration (economic, refugee, irregular) and of different rights in international law of different types of migrants
- Critical assessment of the economic, social and political consequences of migration for receiving countries
- Knowledge and understanding of the different ways in which migration can present a security risk
- An examination of examples and case studies regarding migration and security
- Discussion of measures and policy proposals to deal with threats.

### General Description

This course will begin by explaining the meaning and magnitude of the phenomenon of migration before examining why and how it has come to be seen as a security issue. It will go on to outline the types of population movements and highlight the way states/international law normally deal with them. Attention will focus on the direct impact population movements can have on security, narrowly and traditionally defined: in the sense of security of the state from war, violence and conflict and terrorism. Next, the effect of population movement on security, more widely defined will be considered. It will include an assessment of the impact of migration and ethnic minority communities on a state's foreign policy, and its relationship with other states, particularly the countries of origin of its migrant communities. Further the impact of ethnic minority communities on the internal social stability and cohesion of a state will be examined, including the role of the media. It will consider the role of people smugglers and human traffickers. Examples and case studies will be used throughout to illustrate and elucidate the issues.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

This is an open entry course with no previous study of international relations or related subjects required. The course will be taught at undergraduate level but will be accessible to all ranks provided there is a willingness to engage and participate.

### Delivery Method

The module will be delivered in a lecture/workshop format. The intention is to deliver information and explain the context of the material under examination in lecture format or through the use of films, with discussion points built in to the lecture material. A full handbook of lecture notes and discussion points will be provided and participants can follow notes during the lectures. Every so often there will be discussion and participants will, in sub-groups, be asked to look at selected questions and come to conclusions after a period of discussion. They will then report back to the full-group and further full-group discussion can take place. This format is particularly effective for groups with differing levels of prior knowledge and perhaps different levels of ability.

### Additional Information

Students will be provided with a lengthy course handbook which outlines key aspects of the subjects to be investigated.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

Students who wish to gain accreditation for this module may undertake a six-week follow-up course by distance learning, taught on Blackboard, our Virtual Learning Environment. Our Department has extensive experience in teaching military personnel via distance learning. In addition to the 21 hours of the face to face workshop, students will undertake a further 30 hours of study organised through the Blackboard Virtual Learning Environment, which will include directed reading and engagement within discussion forums around focused questions. Independent study to support the Blackboard learning time will comprise 270 hours (Level 7) or 120 hours (Level 6). Level 7 students normally submit two assignments during the duration of the course, while Level 6 will submit one. Total completion time for the course will be approximately 10 weeks, including assignment preparation and submission. Reading for the follow up course will be web-based, including e-books and e-journals sourced from the University library.

The follow-up course will be taught at two levels:

- L7 Masters
- L6 Undergraduate (third year)

This will allow students who are currently studying with Staffordshire University, or who wish to take a longer course, to use these modules as options for their degree. On successful completion of the follow-up course, students will receive 30 credits at Level 7 or 15 credits at Level 6 as appropriate.



## Regional and Strategic Studies

### Course Title

Open Source Intelligence Training

### University

The University of Exeter

### Location

Streatham Campus, Exeter

### Duration

3 days

### Date

8 - 10 October 2019

### Times

Mon - Wed 0900 -1700

### Course Director(s)

Dr Martin Robson

### Courses Objectives

This 3-day training course has two major learning objectives. First, the course will enable participants to use open source and social media data to anonymously, safely and effectively collect and analyse intelligence. Second, it will introduce participants to cognitive biases and pathologies that can undermine intelligence analysis and explore how to counter these through the use of structured analytical techniques.

The Open Source Intelligence (OSINT) outcomes will be following:

- Participants will learn how to safely and effectively collect information online
- Understand how to conduct online investigations anonymously
- Participants will be able to verify and critically analyse collected information
- Learn new tools and techniques to analyse open source information

The Social Media Intelligence (SOCMINT) outcomes will be the following:

- Understand the evolving social media landscape
- Assess the strengths and limitations of approaches to social media analysis
- Future trends in social media and security investigation, e.g. radicalisation

The Structured Analytical Technique (SAT) outcomes will be the following:

- Understand and reflect on common cognitive biases in intelligence analysis
- Tools, heuristics and facilitative techniques to improve analytical practice
- The use of Analysis of Competing Hypotheses (ACH)

### Day One: Online Open Source Investigations and Anonymity

Day one will introduce delegates to the principles of online, open source investigations. It will explore the breadth of open source material and media available online and the range of investigatory options available to intelligence analysts. It will also explore techniques and tools to safeguard the anonymity of online investigators.

- **Part 1:** What is Open Source Information?
- **Part 2:** OSINT investigatory skills
- **Part 3:** Safeguarding Anonymity in Online Investigations

### Day Two: Using Social Media Intelligence

Day two will examine social media intelligence (SOCMINT), its growing importance in online radicalisation and how it can be utilised to counter online radicalisation.

- **Part 1:** SOCMINT Overview
- **Part 2:** Capabilities and Techniques
- **Part 3:** Social Media and Online Radicalisation

### Day Three: Structured Techniques for Intelligence Analysis

- **Part 1:** Cognitive Biases in Intelligence Analysis
- **Part 2:** Structured Analytical Techniques and Analysis of Competing Hypotheses

For full information about this course please go to the DLE website (How to Guide on Learning Forces Website).

### Joining Instructions and Pre-Course Work

Joining instructions and information to enable access to the University's Virtual Learning Environment (VLE) in order to access the course reading and other supplementary material will be sent 4 - 5 weeks prior to the course. Once the CPD Registration Form has been completed and returned to the University you will be sent log-in details to access the information.

Certificate of Attendance: personnel completing this course will receive a Certificate of Attendance at the end of the course stating the number of study hours and goals achieved in the course.

### Credit Accumulation Transfer Points (CAT)

No Credits available on this course



## Regional and Strategic Studies

### Course Title

Religion and Culture: Conflict and Cooperation

### University

Staffordshire

### Location

Stoke Campus

### Duration

2 days

### Date

10 - 11 December 2019

### Times

Wed	0900 - 1700
Thur	0900 - 1600

### Course Director(s)

Dr. Stephen Longden

### Course Objectives/Learning Outcomes

Upon completion of the course, students should be able:

- To understand and identify the role of culture and beliefs in conflict
- To use an understanding of culture and religious beliefs to realistically explore the scope to manage conflict
- To explore the connection between beliefs, thoughts and behaviour and how accepted norms, whilst taken for granted, are based in culture rather than objectives absolutes
- To reduce tension between different belief systems by widening knowledge of hermeneutics.

### General Description

This short course explores our human nature and how the social forces of culture and religion can bring people together for cooperative success or can divide people for persecution and suffering. Culture defines the social forces within a community involving its conventions for behaviour, ranging from food preparation techniques, to forms of entertainment that keep the community together like music or dancing, to dating rituals, and so on. Religion defines how the community members interpret their role in the universe, with this teaching based on the local culture, so different religions rise out of different cultures. Similarly when members of one religion convert members of a foreign culture often the resulting religion in that area is affected by the host culture. For example, in Western Europe the ancient rituals of the winter solstice where the year was 'born' and the days started to lengthen was 'baptised' by Christians to become Christmas.

Many of the world regions have a holy book that was 'inspired by god' and became the foundation of religious and moral behaviour. The writings are revered as 'the word of God' and can be either read in the original language e.g. the Torah in Judaism, the Quran in Islam, or translated into the vernacular e.g. the Bible in Christianity. All such texts are subject to interpretation according to the understanding of the culture in which they were originally written and the present day culture (Hermeneutics). Such understanding and interpretation is always an interplay between

culture and religious belief. What was regarded as 'ordained by God' in one generation e.g. the role of women in British Society up to the twentieth century, is now regarded as oppression of the powerless by the powerful. That which was intended to bring peace and right living can be used as a weapon which brings division and persecution. In particular, religion can be a divisive tool for political leaders as it enables one group to be defined and divided from another. Whenever one political group can unite against an opposing group, persecution and suffering is often the result for that group now isolated from the others. It could be argued that 'divide and conquer' remains the most widespread leadership technique, so only a privileged few will benefit to the detriment of so many others.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

This is an open entry course with no previous study of international relations or related subjects required. The course will be taught at undergraduate level but will be accessible to all ranks provided there is a willingness to engage and participate.

### Delivery Method

The module will be delivered in a workshop format. The Religion and Culture: Division or Cooperation course is designed to be challenging, stimulating and reflective, your participation is encouraged to form lively debate and we welcome comments and suggestions. Detailed notes will be provided to support taught sessions. There will be a combination of lecture, activity and discussion which will draw on experience and recommended pre-reading. This format is particularly effective for groups with differing levels of prior knowledge and perhaps different levels of ability. Participants will be asked to engage with the pre-reading that will be provided via CD. A variety of interactive learning media will be used to present material including video and podcasts.

### Additional Information

Students will be provided with a lengthy course handbook which outlines key aspects of the subjects to be investigated. It is also suggested that the students visit selected web-sites (see Course handbook) that introduce material related to the business of war and terrorism. It is assumed candidates for the course have some understanding of culture and conflict but this is not essential. Participants will not be expected to have any knowledge of hermeneutics or religion.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.





## Regional and Strategic Studies

### Course Title

Russian Geopolitics and Security

### University

Staffordshire

### Location

Stoke Campus

### Duration

3 days

### Date

12 - 14 May 2020

### Times

Tue - Thu 0900 - 1730

### Course Director(s)

Dr Alun Thomas

Supported by: Dr Lance Davies

### Course Objectives/Learning Outcomes

Upon completion of the course, students should be able to demonstrate a/an:

- Critical understanding of contemporary Russian politics and security
- Critical understanding of current trends in Russian foreign policy and geopolitical strategies
- Ability to assess Russia's role in the post-Soviet space
- Ability to assess Russia's role in the European and global security order
- Ability to analyse future political trends in Russia

### General Description

This course is divided into three parts. It starts with an introduction to current Russian politics, examining the link between domestic and foreign policy-making, and how political decisions are being made in Russia. Issues such as Russian geopolitical thinking, the role of identity and historical legacies, as well as the role of security and intelligence services, military modernisation and doctrine, media and civil society in Russia, will be explored in detail. This part of the course is designed to increase participants' knowledge about the ideas, influences and forces that have shaped the new Russia. The second part of the course starts with a general overview of Russia's role in the new world order and Russian geopolitical strategies, before analysing Russia's role in dealing with insecurity and instability in the Russian and post-Soviet space, with reference to Ukraine, Georgia and the North Caucasus. In the last part of this course, participants will explore Russia's expanding geopolitical role in the European and global security order. Examples of the themes covered are Russia's geopolitical strategies and interests in Afghanistan and the Middle East, with a focus on Syria and Iran, Russia-NATO relations, as well as Russia's tactical use of information and communication technology in Europe. The course finishes with a scenario-based analysis of future trends in Russia and of Russia's future role in European and global security systems.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

This is an open entry course with no previous study of international relations or related subjects required. The course will be taught at undergraduate level but will be accessible to all ranks provided there is a willingness to engage and participate.

### Delivery Method

The module will be delivered in a workshop format by a Russia specialist. The intention is to deliver information and explain the context of the material under examination in an interactive lecture format with discussion points built into the interactive lecture material. PowerPoint will be used and will include images and additional video material. All participants will be provided with training materials. During each thematic session (as outlined in the schedule) participants will be asked to discuss selected questions in small sub-groups and report their findings to the whole group for further discussion. This format is particularly effective for groups with differing levels of prior knowledge and perhaps different levels of ability. Each day concludes with a scenario and projection exercise which will help participants to systematically analyse current and future trends in Russia.

### Additional Information

Participants will be provided with training materials that consist of a detailed handbook containing all slides and relevant readings that are being used in discussions. Moreover, participants will be encouraged to visit an open-access reading list that will be provided.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

On completion of the short course, students can undertake further study to gain accreditation for this module. This additional study is delivered via distance learning through our Virtual Learning Environment which includes directed reading, engagement within discussion forums around focused questions and the submission of written assignments. Further details will be provided during the course.

On successful completion of the follow-up course, students will receive either 30 credits at Level 7 or 15 credits at Level 6 which can be used as accreditation against a number of Staffordshire University degree programmes.



19/20

## Regional and Strategic Studies

### Course Title

Security and Conflict in Central Asia

### University

Staffordshire

### Location

Stoke Campus

### Duration

3 days

### Date

26 - 28 November 2019

### Times

Tue - Wed	0900 - 1730
Thu	0900 - 1600

### Course Director(s)

Dr Alun Thomas

Supported by: Dr Lance Davies

### Course Objectives/Learning Outcomes

Upon completion of the course, students should be able to demonstrate a/an:

- Critical understanding of the history and culture of Central Asia
- Critical understanding of the political, security and socio-cultural similarities and differences between Kazakhstan, Turkmenistan, Uzbekistan, Kyrgyzstan and Tajikistan
- Critical understanding of the sources of conflict and the complexity of the security system in wider Central Asia, including conflict spill-over from Afghanistan
- Ability to evaluate Russia's strategies in Central Asia and how they are linked to Russian geopolitics and security interests
- Ability to evaluate Western and Chinese interests and strategies in Central Asia
- Ability to assess terrorism threats emanating from Central Asia
- Ability to evaluate future security and political trends in Central Asia

### General Description

The course starts with an introduction to the history of Central Asia during pre-Islamic and early Islamic times, before focusing on the 19th and 20th century when the region became the subject of continued geostrategic interests by Britain, the US, the Soviet Union and Russia, as well as by neighbouring countries such as China, Iran, Afghanistan and Pakistan. The topics covered include the role of Islam; the rivalry between the British and Russian Empires (the Great Game); Soviet rule; and post-1991 independence of the Central Asian republics. Based on the historical and cultural understanding gained, the course will mainly focus on the present state of politics, geopolitics, security and conflict in Central Asia.

Highlighting the importance of Central Asia as a world region, the countries examined are Kazakhstan, Turkmenistan, Uzbekistan, Kyrgyzstan and Tajikistan. Discussions around state relations in Central Asia, as well as the conflicting strategic interests of Britain, the US, Russia, China and Turkey, will form the backbone of a deeper analysis of the emerging regional security architecture in Central Asia. This analysis will include current issues such as the development

of the Eurasian Union, the consequences of the conflict in Ukraine for Central Asia, and British-Kazakh military cooperation.

Covering topics such as ethnic conflict; increasing social polarization; the conflict spill-over from neighbouring Afghanistan; rise of Islamic fundamentalism and terrorism; return of terrorists and fighters from the Middle East and North Africa to Central Asia; and the increased military presence of foreign powers in the region, the course will conclude by examining future security and conflict scenarios for Central Asia.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

This is an open entry course with no previous study of international relations or related subjects required. The course will be taught at undergraduate level but will be accessible to all ranks provided there is a willingness to engage and participate.

### Delivery Method

The module will be delivered in a workshop format by an academic specialist with experience on the ground in Central Asia. The intention is to deliver information and explain the context of the material under examination in an interactive lecture format with discussion points built into the interactive lecture material. PowerPoint will be used and will include images and additional video material. All participants will be provided with training materials. During each thematic session (as outlined in the schedule) participants will be asked to discuss selected questions in small sub-groups and report their findings to the whole group for further discussion. This format is particularly effective for groups with differing levels of prior knowledge and perhaps different levels of ability. Day 2 and 3 conclude with a scenario and projection exercise which will help participants to systematically analyse current and future trends in Central Asian politics and security, and to examine trends of radicalisation and terrorism in Central Asia.

### Additional Information

Students will be provided with a comprehensive course handbook which outlines key aspects of the subjects to be investigated. It is also suggested that students visit selected web-sites that introduce aspects of Central Asian politics and security.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

On completion of the short course, students can undertake further study to gain accreditation for this module. This additional study is delivered via distance learning through our Virtual Learning Environment which includes directed reading, engagement within discussion forums around focused questions and the submission of written assignments. Further details will be provided during the course.

On successful completion of the follow-up course, students will receive either 30 credits at Level 7 or 15 credits at Level 6 which can be used as accreditation against a number of Staffordshire University degree programmes.



19/20

## Regional and Strategic Studies

### Course Title

Security Issues: contemporary challenges, risks and responses

### University

Bradford; Peace Studies and International Development Division  
Faculty of Social Sciences

### Location

Heaton Mount Executive Education Centre, Bradford.

### Duration

Over 5 days (Monday pm to Friday lunchtime)

### Date

27 - 31 January 2020

### Times

27 January	13:50 - 18:00;
28, 29, 30 February	08.50 -18.00;
31 February	08.50 - 14:00

### Course Director(s)

Professor Owen Greene

### Course Objectives/Learning Outcomes:

The aims and objectives of this course are to enable course participants to:

- Develop a critical awareness of key concepts and ideas that are used to frame academic, policy and practitioner debates in the fields of strategic and security studies.
- Develop an advanced, critical, understanding of core security challenges facing international society, their interconnected nature and the range of responses to these complex security challenges
- Encourage and facilitate critical analysis of trends, causes and responses to core security challenges including the interconnected and dynamic nature of such challenges and responses.

Apply this advanced understanding and critical awareness to the specific analysis of trends and security responses in relation to: regional and global power shifts; marginalisation of the poor and developing countries; technology; society and security; conventional and WMD weapons proliferation; climate change; and competition over resources.

### General Description:

This course will examine the key trends which threaten world security over the next 5-50 years. These interconnected factors have the potential to lead to substantial global and regional instability, and large-scale loss of life, of a magnitude unmatched by other potential threats. The course will begin by introducing participants to core concepts and debates in the fields of strategic and security studies including concepts of state and human security, securitisation, the security dilemma and security communities. The course will also examine relevant data and debates on trends in peace and conflict. Once these conceptual and empirical foundations have been established the course will focus on a series of core and interconnected security challenges facing international society today and into the future. Each course will focus on four of the security trends and challenges listed below, with the selection of core challenges determined each year according to the contemporary salience of the issues. The core

challenges are:

- Regional and Global Power Shifts:
- Marginalisation of the poor and developing countries:
- Technology, Society and Security: Between Utopias and Dystopias
- Proliferation of conventional and WMD capabilities:
- Climate change:

For full information about this course please go to the DLE website

### Joining Instructions and Pre-Course Work:

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population:

Open Entry: The course is designed to appeal to the full range of UK armed forces personnel; both to those coming new to the subject and those already working in related fields but looking for significant professional development and enhanced expert understanding.

### Delivery Method:

Students will receive relevant pre-course readings via email, customised for the course. During the course itself, teaching and learning will be through a combination of lectures, discussions, group work and short syndicate projects, in an intensive four day period of teaching and learning at Heaton Mount Conference Centre, with its excellent teaching rooms and facilities and break-out rooms in the same building complex as the restaurant (for meals) and accommodation. All participants are provided with teaching materials (including copies or presentations) during the course, and at the end of the course received a CD containing all course materials.

Speakers: All sessions will be presented by internationally recognised experts in the relevant field, including experienced and specialist academics at the University of Bradford and other UK Universities, but also prominent experts from the UK and international policy and practitioner communities.

### Certificate of Attendance:

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT):

For those students who opt to pursue further studies to achieve an accredited 20 credit MA-level module, there will be additional tutorial session in the early evenings during the course. Once they embark on such follow-on studies after the course, they will each be assigned a personal academic tutor, to guide them on further reading and directed study, and on the research, preparation and development of relevant assessed work, normally a policy analysis project and presentation and a 3,500 word academic essay.





## Regional and Strategic Studies

### Course Title

Stabilisation, Governance and Rule of Law

### University

The University of Exeter

### Location

Streatham Campus, Exeter

### Duration

3 days

### Date

11 - 13 February 2020

### Times

Tue - Thu 0900 -1700

### Course Director(s)

Dr Agnieszka Jachec-Neale

### Course Objectives

This course focuses on the practical dimension of three interconnected pillars of stability operations, (Security, Rule of Law and Governance), during periods of transition from conflict or crisis. It sits at the nexus of theory, policy and practice and aims to provide a snapshot overview of the cross-cutting issues of security and military operations as well as the work of local governments and civil society organisations. It also addresses more specific issues such as the role of international organisations in stabilisation.

### General Description

Supporting the construction of legitimate governmental institutions in fragile states is a key priority for the UK Government and the wider international community. As such, the UK Government engages in civilian-led, politically-engaged stabilisation operations, which contribute to building structural stability of states in crisis or conflict. Security is a significant factor in such integrated stabilisation approaches and re-establishing it may include reducing or preventing violence and protecting people and vital infrastructure. Military involvement in ensuring stability and governance of failed or conflict-affected countries, identified as major security threats themselves, will continue to grow and therefore addressing challenges in military-civil stabilisation of countries is topical and increasingly relevant in modern warfare.

UK integrated approaches to stabilisation are a tool in supporting building stable and peaceful political systems where human rights and rule of law are respected. Accordingly, promotion and strengthening of Rule of Law and effective governance is seen as a fundamental means to achieving durable peace in the aftermath of conflict and during early recovery. It is worth recognising that this civilian-led effort is as much needed as building security stability and it may include further military contribution in security sector reform/support or helping to restore basic services and infrastructure.

This course is designed to examine both security and civilian-related contribution and will shed a light on stabilisation operations, UK Security Sector Stabilisation approaches and will explore the challenges of safe and secure environments in integrated military-civil effort. It will look at the challenges of stable governance, examining them using legal aspects of the creation and functionality of effective State institutions. The focus will also be on questions of Rule of Law, where executive roles in law enforcement and prison administration, transitional justice and dealing with conflict-related crimes will be discussed.

Every day will end with a dedicated practical case study and abstract scenario consideration, which will require participants to apply the knowledge and themes acquired in earlier sessions on each particular day, namely security, governance and Rule of Law/justice.

### Intended Student Population

This course is designed for participants at middle and senior management (NCOs or Officers) who are either existing or potential leaders in general, but it would also be of particular interest to members of 77 Brigade, members of armed forces engaged in civil-military cooperation or influence and information operations and also members of armed forces destined for deployment on overseas missions.

### Other Comments

This course will be convened by Dr Agnieszka Jachec-Neale, a Lecturer in the Law Department and co-taught with Dr Stephanie Blair a member of SSI's Honorary faculty who is involved in the delivery of the MA Applied Security Strategy and the University's Grand Challenges programme for first year undergraduates.

Some prior knowledge of international law is recommended but not essential; otherwise wider pre-course reading on foundational aspects of public international law would be required – this reading will be available on Exeter's VLE.

### Joining Instructions and Pre-Course Work

Joining instructions and information to enable access to the University's Virtual Learning Environment (VLE) in order to access the course reading and other supplementary material will be sent 4 - 5 weeks prior to the course. Once the CPD Registration Form has been completed and returned to the University you will be sent log-in details to access the information.

### Credit Accumulation Transfer Points (CAT)

Participants will gain 15 credits towards a postgraduate Certificate, Diploma or Masters if they undertake the post course assignment and reach the required standard.



19/20

## Regional and Strategic Studies

### Course Title

Strategic Communication in an Era of Persistent Confrontation

### University

The University of Exeter

### Location

Streatham Campus, Exeter

### Date

28 - 30 April 2020

### Times

Tue - Thu 0900 -1700

### Course Director(s)

Dr Martin Robson

### Course Objectives

The goal of this applied course in Strategic Communications (STRATCOM) is to ensure students understand the core principles and good practice of STRATCOM and then provide them with opportunity to explore it in practice through practical simulations and exercises. It brings in the challenges of translating theory into the real world, which is more than just bringing the subject to life, this course provides a realistic environment in which students hone their applied skills.

By the end of this course students will have been provided with the knowledge, methods, skills, techniques and experience to confidently exert influence through effective strategic communication over different audiences and partners, thereby providing them with a strategic 'edge'.

The course and the attitude of mind and competence it promotes will be of value to those service personnel and civil servants responsible for key leader engagement but also to those involved in promoting UK global influence through both hard and soft power.

### General Description

In a congested, cluttered, contested, connected and constrained contemporary and future operating environment, where the traditional levers of power are, or may be seen to be, less than wholly effective, the practitioners who are expected to formulate and implement policy and strategy must recognise and be comfortable with a myriad of actors and motivations. Within this mosaic of conflict, where the range of actors and their influence continues to expand, a key part of future UK success as recognised by Future Operating Environment 2035 and the Strategic Defence and Security Review will not come from reacting to events but will instead be based upon a better understanding of and ability to influence those events to the benefit of the UK.

This Short Course is largely, but not exclusively, focused on the utility of strategic communications as an influence tool integral to the future success of UK policy and strategy. The course will be based on a series of lectures, presentations, and seminar discussions in which students will be required to take the lead. These will be followed by applied exercises including crisis management simulations and interaction with media partners.

Day 1 of the Course will provide a base line of knowledge on the subject with interactive sessions on 'The Contemporary and Future Operating Environment and the Implications for U.K. Service Personnel', 'Evolving Levers of Power' (STRATCOM Principles

and core elements such as Target Audience Analysis), Strategic Communication Case Studies (success and failure), 'The psychology of Strategic Communications and influence'.

Day 2 of the Course will start to explore media messaging and the utility and challenges posed by modern global media and will include interactive sessions on 'Communicating the message', 'The basics of handling the media' and 'Fake News' (including practical media training exercises)

Day 3 of the Course will be the opportunity for the students to try out the knowledge and skills acquired during days 1 and 2 in a practical simulated exercise. This will take the form of a simulated humanitarian crisis utilising the base simulation Aftershock which is loosely modelled on the international response to real world disasters such as the 2004 Indian Ocean tsunami and the 2010 Haiti earthquake. The SSI have added bespoke elements (such as creation of professional media injects and the assignment of additional Strategic Communications tasks) to this exercise to enhance its utility as a practical learning exercise. Students will have to address the challenges inherent in strategy where resources are finite strategy and where leadership is often about making sub-optimal but timely choices. Students will communicate their strategic choices to a range of audiences through filmed press conferences with questions from a range of competing perspectives. Students retain the experience by learning and reflecting upon their own experience and that of others.

### Intended Student Population

The course and the attitude of mind and competence it promotes will be of value to those with a professional/practitioner and/or academic interest in or responsibility for key leader engagement, strategic communications and influence operations on a national, regional and global scale and is offered to all Non-Commissioned and Commissioned Officers.

### Other Comments

This course will be convened by Dr Martin Robson, Lecturer in Strategic Studies in the Strategy and Security Institute, University of Exeter and Dr Steve Tatham, Director Influence Options Limited an Honorary Fellow at SSI.

### Joining Instructions and Pre-Course Work

Joining instructions and information to enable access to the University's Virtual Learning Environment (VLE) in order to access the course reading and other supplementary material will be sent 4 - 5 weeks prior to the course. Once the CPD Registration Form has been completed and returned to the University you will be sent log-in details to access the information.

Certificate of Attendance: personnel completing this course will receive a Certificate of Attendance at the end of the course stating the number of study hours and goals achieved in the course.

### Credit Accumulation Transfer Points (CAT)

Participants will gain 15 credits towards a postgraduate Certificate, Diploma or Masters if they undertake the post course assignment and reach the required standard.



19/20

## Regional and Strategic Studies

### Course Title

Terrorism and Counter-Terrorism

### University

The University of Exeter

### Location

Streatham Campus, Exeter

### Duration

3 days

### Date

21 - 23 April 2020

### Times

Tue - Thu

0900 - 1700

### Course Director(s)

Professor Sergio Catignani

### Course Objectives/Learning Outcomes

The goal of this Course is to provide students with a close understanding of the principal features both of the academic and policy debates on international terrorism and of anti-/counter-terrorism responses. The Course will cover, in outline, the history of terrorism and the problems in definition, analysis and response. It will lay out the technology, political and social contexts in which terrorism and counter-terrorism evolve. The Course will focus on UK approaches to Counter Terrorism, making comparison with other governments' approaches and in the context of the work of relevant international organisations.

By the end of this Short Course students will have increased their knowledge and understanding of the complexity of international terrorism and counter-terrorism and will have tested their ideas and opinions in open forum and debate.

### General Description

This Short Course is largely, but not exclusively focused on terrorism as a problem of public policy in the United Kingdom. The course will be based on a series of lectures, presentations and group exercises together with seminar discussions.

Day 1 of the Course will serve as an introduction to the subject, with a discussion of the history of international terrorism, the problem of radicalisation and an account of the complexities which attend the analysis and response to terrorism. It will also set students a group scenario exercise that will culminate on the final day, where groups are required to formulate a 'SWOT analysis' for hypothetical terrorist groups.

Day 2 of the Course will examine 'Terrorism in Practice', covering actual and potential terrorist use of Chemical, Biological, Radiological and Nuclear Weapons (CBRN), case studies of conflicts in Northern Ireland and Israel, and the interaction of terrorist and counter-terrorist strategies, leading us to the final day.

Day 3 of the Course will examine Counter-Terrorism and its principles and strategies, terrorism and deterrence, the case study of the 'War on Terror', and will culminate in group presentations.

### Context

The causes and manifestations of international terrorism, together with governmental and public responses to terrorism, are at the heart of the international security policy debate. Britain's *National Security Strategy* (2015) identifies extremism and terrorism as increasing threats to core national interests, and ranks it as a Tier 1 Risk. The resurgence of 'lone wolf' violence, the emergence of the Islamic State and white supremacist mobilisation generates increasing debate about the causes of radicalisation and its antidotes. Terrorism is also bound up in other kinds of conflict, as 'irregular' non-state actors are expected to form part of a complex future operating environment for the armed forces. And *Future Strategic Trends* identifies terrorism, particularly flowing from state failure and breakdown, as a growing problem. The proliferation of empowering technologies, from cyber to WMD, raises fears that non-state actors will have disruptive capability to an unprecedented degree.

### Intended Student Population

This course will be suitable for those with a professional and/or academic interest in terrorism and counter-terrorism. Professional counter-terrorism experience is not required, and neither is it essential that students should be familiar with theoretical and critical debates concerning terrorism. This course would be of interest to non-Commissioned or Commissioned officers.

### Other Comments

This course will be convened by Prof Sergio Catignani, Professor of Strategic Studies from the Strategy and Security Institute and delivered by Exeter academics including Dr Katherine Boyd from Sociology - a Lecturer whose research background is in criminal justice and counter-terrorism policy.

This course stands alone but will be particularly effective in conjunction with "Cyber Security: National Resilience and International Governance" course and "Counter-Insurgency in the Twenty-First Century".

### Joining Instructions and Pre-Course Work

Joining instructions and information to enable access to the University's Virtual Learning Environment (VLE) in order to access the course reading and other supplementary material will be sent 4 - 5 weeks prior to the course. Once the CPD Registration Form has been completed and returned to the University you will be sent log-in details to access the information.

Certificate of Attendance: personnel completing this course will receive a Certificate of Attendance at the end of the course stating the number of study hours and goals achieved in the course.

### Credit Accumulation Transfer Points (CAT)

Participants will gain 15 credits towards a postgraduate Certificate, Diploma or Masters if they undertake the post course assignment and reach the required standard.





## Regional and Strategic Studies

### Course Title

Terrorism: Trends, Causes and Responses

### University

Bradford; Peace Studies and International Development Division  
Faculty of Social Sciences

### Location

Heaton Mount Executive Education Centre, Bradford

### Duration

Over 5 days (Monday pm to Friday lunchtime)

### Dates

11-15 November 2019

### Times

11 November	13:50 - 18:00;
12, 13, 14 November	08.50 -18:00;
15 November	08.50 - 14:00

### Course Director(s)

Professor Owen Greene, Professor Paul Rogers

### Course Objectives/Learning Outcomes

The aims and objectives of this course are to enable course participants to:

- Develop an advanced, critical, understanding of the complex issues concerning trends, causes and responses to terrorism and political violence, including transnational terrorist networks (including IS, Al-Qaeda, AQIM, etc) and organisations that use terrorism in pursuit of more national or local objectives (e.g. Taliban, El-Shabaab);
- Develop a critical awareness of key concepts and approaches that are used to frame academic, policy and practitioner debates and to analyse trends, causes and responses to terrorism and political violence; particularly relating to contemporary terrorism and terrorist networks; and strategies and activities for preventing, combating and limiting risks and impacts of terrorism and associated organisations and networks.
- Increase knowledge and understanding of particular terrorist risk and networks, and the ideologies and belief systems and other factors that enable them to recruit and sustain their activities; and of lessons from experience with efforts to prevent or counter risks and activities of terrorism and violent extremism – including of selected case studies of high contemporary relevance.
- Apply this advanced understanding and critical awareness to the analysis and assessment of contemporary trends, causes and responses to terrorism and political violence; including lessons from experience on what works, interrelationships between international terrorism and domestic risks of terrorism in the UK and Western Europe., and interrelationship between combating dedicated terrorist networks and addressing contextual associated social, economic, conflict and security issues which terrorists can exploit.

### General Description:

This course examines the causes and trends of terrorism and associated violent extremism, and further examines national and international responses, strategies and programmes aimed to prevent, counter, and reduce terrorist risks, vulnerabilities and impacts – in historical context but particularly in relation to contemporary terrorist networks, threats and vulnerabilities. The course combines detailed thematic analyses of key issues with expert examination of selected case studies, for example IS, Al-Qaeda, Al-Shabaab, AQIM, Boko Haram, and in specific contexts of Africa, Middle East and North Africa, Pakistan/Afghanistan, Europe and elsewhere.

For full information about this course please go to the DLE website.

### Joining Instructions and Pre-Course Work:

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 – 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population:

Open Entry: The course is designed to appeal to the full range of UK armed forces personnel; both to those coming new to the subject and those already working in related fields but looking for significant professional development and enhanced expert understanding.

### Delivery Method:

Students will receive relevant pre-course readings via email, customised for the course. During the course itself, teaching and learning will be through a combination of lectures, discussions, group work and short syndicate projects, in an intensive four day period of teaching and learning at Heaton Mount Conference Centre, with its excellent teaching rooms and facilities and break-out rooms in the same building complex as the restaurant (for meals) and accommodation. All participants are provided with teaching materials (including copies or presentations) during the course, and at the end of the course received a CD containing all course materials.

Speakers: All sessions will be presented by internationally recognised experts in the relevant field, including experienced and specialist academics at the University of Bradford and other UK Universities, but also prominent experts from the UK and international policy and practitioner communities.

For more information about this course please see DLE website.

### Certificate of Attendance:

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

For those students who opt to pursue further studies to achieve an accredited 20 credit MA-level module, there will be additional tutorial session in the early evenings during the course. Once they embark on such follow-on studies after the course, they will each be assigned a personal academic tutor, to guide them on further reading and directed study, and on the research, preparation and development of relevant assessed work, normally a policy analysis project and presentation and a 3,500 word academic essay.



## Regional and Strategic Studies

### Course Title

The European Union as a Regional Power

### University

Westminster

### Location

Central London

### Duration

3.5 Days

### Date

28 - 31 January 2020

### Times

Day 1-3                      0900 - 1700  
Day 4                        0900 - 12.30

### Course Director(s)

Dr Magdalena Frennhoff Larsen

### Course Objectives/Learning Outcomes

On completing this course, the participants will be able to:

- identify the key theoretical elements of 'transition' and 'Europeanisation' as leading concepts in European international politics and apply these critically
- evaluate the role of different contexts within which 'transition' and Europeanisation have taken shape
- identify and operationalise the varied and conflicting conceptualisations of the EU as a regional and global actor
- differentiate different types of 'regionalisms' in a global context, and identify the EU as a 'special case'
- understand the effect of global economic and political processes and relationships on paths of regime 'transition'
- use comparative analysis to evaluate the varying manifestations and rationales of the EU's acting internationally (defensive, developmental, idealistic, integrationist, hegemonial)

### General Description

Through a focus on the European Union as a regional actor, this module analyses the interaction of three key developments in European politics: (1) The EU as regional 'hegemon' and the political discourse of Europeanisation; (2) the transformation of the Westphalian state model in European nations; and (3) The EU's role in the transitions to democracy in the countries of Central and Eastern (post-Soviet) Europe. The course compares transition trajectories and democratic models in these countries in the context of discourses of national and European belonging, and examines these through historical and contemporary case studies.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachment 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

Foundation degree level - Level 5; targeted at delegates with NQF Level 4 qualifications, or relevant work experience.

### Delivery Method/Pre-Course Work

The module comprises 4 separate elements: a 6-week pre-course phase (delivered and supported through the VLE), a 3.5-day residential, a 4-week post-course phase (supported through the VLE) and a final assessment phase.

Delegates are provided with structured pre-course materials linked to the course themes so that delegates with basic background knowledge can prepare themselves for maximum engagement on the residential.

### Additional Information

Indicative syllabus content

- The EU as a particular example of regionalisation in international relations
- The EU and its tools and institutional capacity as international actor
- EU enlargement as discourse, ambition and geo-political implementation
- End of the Iron Curtain - re-imagination and re-representation of Europe as an international/global actor
- Theoretical accounts of 'transition' in Central and Eastern Europe
- Europeanisation as agent of post-communist transition
- The EU and its outer border: 'Fortress Europe' and 'good neighbourliness'
- The EU and Russia: discourse and geo-political practice of competitive hegemony: 'spheres of influence' versus 'near neighbourhood' politics
- The EU and international organisations - seeking its role and scope in global governance
- The EU's international reach: mutating from a regional to a global power?

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

Optional Assessment to qualify for University-level Credits.

Assessment rationale: The assessment regime is designed to support learners and to evaluate their achievement within the module.

- The 4000 words essay encourages in-depth engagement with, and analysis of, primarily written material, critical reflection and comparative analysis of varying, including contradictory, theories and theoretical debates, and frame arguments coherently, critically and convincingly.

### Assessment criteria

In marking the essay, lecturers will consider:

- The extent to which the remit of the assignment has been met;
- The range of research and collation of information and material;
- The structure and coherence of the argument;
- The clarity and accuracy with which ideas are expressed;

20 Credits at undergraduate level 5 awarded on successful completion of the assignment. The cost per delegate of the accreditation tasks plus additional support is £300.



19/20

## Science, Technology, Engineering and Mathematics

### Course Title

Cyber Technologies

### University

Anglia Ruskin

### Location

Chelmsford

### Duration

3 days

### Dates

21 - 23 January 2020

### Course Director(s)

Dr Erika Sanchez-Velazquez

### Course Objectives/Learning Outcomes

- Critically assess the security implications and requirements involved in network security.
- Demonstrate creative judgement in the evaluation and selection of security mechanisms to support network security.
- Demonstrate creative judgement in securing routers and switches in mission critical distributed systems.
- Acquire the knowledge to propose methods of target hardening to increase the security of critical network infrastructures.

### General Description

The aim of this module is to provide students an introduction to the current best practices in network security and the skills needed for the installation, troubleshooting and monitoring of network devices to maintain the integrity, confidentiality, and availability of data and devices.

Topics addressed include modern network security threats, securing network devices, authentication, authorization and accounting. Implementation of firewall technologies and intrusion prevention will be discussed, along with LAN security considerations and implementation of endpoint and Layer 2 security features. Methods for implementing data confidentiality and integrity will be described along with implementation of secure virtual private networks.

### Joining Instructions

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences.

### Intended Population:

This course is open to all ranks **but more specifically to delegates with previous hands-on experience in computer networks.** This is a specialised course that requires either CCNA Routing & Switching knowledge or computer networks experience.

### Delivery Method:

The course will be delivered through a mixture of traditional lectures, tutor-led discussion groups, and tutor-led individual practical work. During the lectures, we will review concepts and theory related to security in computer networks. The theory will then be reinforced by practical work to allow a better understanding of the reviewed theory.

### Pre-Course Work:

Participants will be given access to the latest version of the Cisco CCNA Security material and are expected to read it in advance and in preparation for the course. Access is set up on receipt of participants email addresses.

This material will be used as part of the lectures and tutorials and will help participants to complete the case study.

### Experience Candidates need to have:

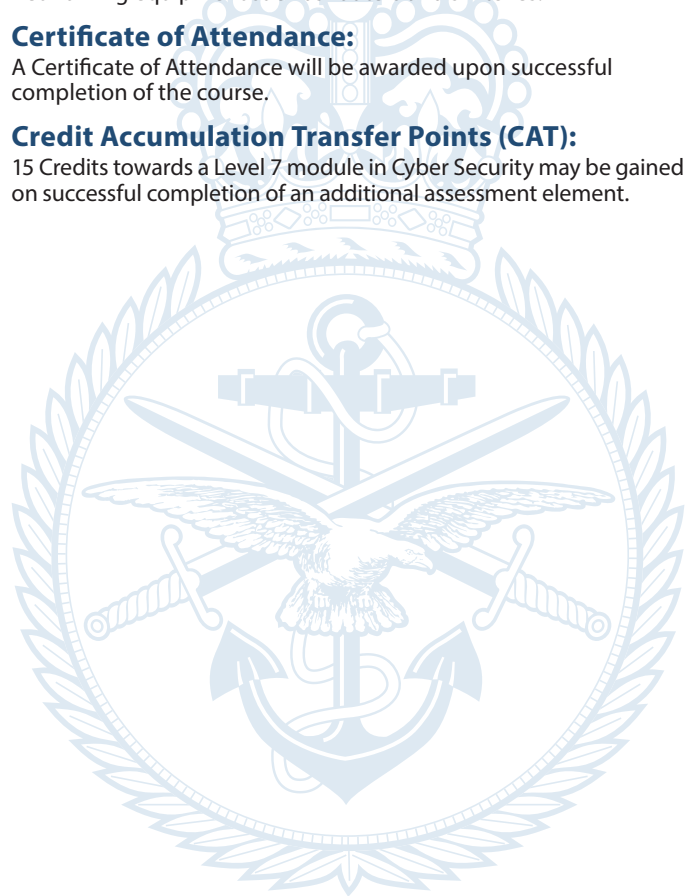
Prior to attendance participants are expected to be proficient in the area of computer networks including the understanding of fundamental networking concepts such as OSI and TCP/IP communication models, routing and switching. Participants are also expected to have practical experience in the configuration of networking equipment such as routers and switches.

### Certificate of Attendance:

A Certificate of Attendance will be awarded upon successful completion of the course.

### Credit Accumulation Transfer Points (CAT):

15 Credits towards a Level 7 module in Cyber Security may be gained on successful completion of an additional assessment element.







19/20

## Science, Technology, Engineering and Mathematics

### Course Title

Cyber Warfare & Malicious Software

### University

Staffordshire

### Location

Stoke Campus

### Duration

3 days

### Date

26 - 28 May 2020

### Times

Tue - Thu 0900 - 1700

### Course Director(s)

Rob Shaw

### Course Objectives/Learning Outcomes

Upon completion of the course, students should have:

- An understanding of the risks associated with IT systems, data and communications
- An understanding of the issues, limits and potential for the systematic exploitation of weaknesses in digital systems to further national policy objectives (cyber warfare)
- An understanding of the principles and concepts that underpin malicious software and software based attacks
- An understanding of various techniques used in the defence of computer systems against malicious software and software based attacks

### General Description

The heavy reliance on IT Systems by States, Governments and Organisations, pose a very tempting target for any aggressor. It is imperative that the threat to these cyber-systems is identified and understood, and that the correct means to defend against any cyber-attack is implemented. This course gives an overview of the risks associated with cyber warfare, and the means by which malicious software can be used to deliver such attacks. The course will cover many perspectives related to information warfare (including offensive and defensive techniques), as well as the theories behind detection and prevention. You will have the opportunity to learn about a number of related sub-topics including the seizing of signals, cryptography, vulnerability monitoring, incident handling, Subversive Multivector Threats (SMT's), and a set of wide ranging perspectives of cyber warfare identifying the realities and myths. A large proportion of your time will address specific software issues including: selfreplicating and infecting software threats, software security testing and secure initialization, tools - e.g. security scanners, file integrity checkers, application of cryptography, antivirus tools and techniques. As a final perspective, the course will examine social engineering factors, ethical issues, and legal considerations.

### Joining Instructions and Pre-Course Work

Joining Instructions, Handouts and Training materials will be forwarded to you by email attachments between 4 - 5 weeks before the course commences. Bespoke pre-course work - Case study text issued in advance and to be read prior to joining the course.

### Intended Population

This is an open entry course with no previous study of international relations or related subjects required. The course will be taught at undergraduate level but will be accessible to all ranks provided there is a willingness to engage and participate.

### Delivery Method

The course will utilize in delivery a series of lectures, workshops, and discussion based seminars. The content will challenge students to think, stimulate them to bring in their own viewpoints, and at the end of topics enable them to reflect on their learning. The course will take the perspective that each students view is valuable and will be encouraged to shape the discussion sessions of the course. Throughout students will be encouraged to read around forthcoming teaching material.

### Additional Information

Students will be provided with a course handbook on Blackboard that provides insight into the course and the topics that will be taught. There will also be a number of web links provided to enable students to explore further the taught content. It is assumed students on the course will already possess a general background in computing, networks, and a basic knowledge of cyber security concepts.

### Certificate of Attendance

A Certificate of Attendance will be awarded upon completion of the course.

### Credit Accumulation Transfer Points (CAT)

On completion of the short course, students can undertake further study to gain accreditation for this module. This additional study is delivered via distance learning through our Virtual Learning Environment which includes directed reading, engagement within discussion forums around focused questions and the submission of written assignments. Further details will be provided during the course.

15 Credits towards a Level 6 qualification in Cyber Security may be gained on successful completion of an additional module.



## Languages

### Course Title

Languages in Action: Intensive Foreign Language Skills Training (in Arabic, French, Russian or Spanish)

### University

The University of Exeter

### Location

Streatham Campus, Exeter

### Date

31 March - 02 April 2020 (French & Spanish)

16 - 18 June 2020 (Arabic, French & Russian)

### Times

Tue - Thu

0900 -1700

### Course Director

Prof Sonia Cunico - Director of Language Teaching

### Courses Objectives

The aim of the course is to provide delegates with an intensive language enhancement experience for them to develop strategies to improve their reading, listening, speaking and writing skills in an integrated manner via a theme-based course and a task-oriented learning approach. By the end of the course delegates will be able to:

- Read and comprehend written and aural texts on matters related to current affairs or topics of personal and professional interest in the target language
- Communicate confidently and spontaneously in a wide range of situations, both orally and in writing, and produce clear and accurate texts on a wide range of professional contexts in the target language
- Deliver a planned presentation on a more specific topic and take an active part in discussions, accounting for and sustaining their views
- Develop an awareness of and sensitivity to a foreign culture
- Demonstrate competence in the use of a wide range of grammatical structures in the target language and in a variety of communicative situations
- Use available learning tools in a variety of media to develop and consolidate intended language learning outcomes independently

### General Description

This intensive course is intended for independent users of the language who wish to consolidate and enhance their foreign language skills for communicative purposes. Delegates will develop reading, listening, speaking and writing skills through a series of task-oriented sessions structured around three broad umbrella topics: 1) The Threads of an Interconnected World, 2) Causes and Effects of a Humanitarian Crisis and 3) Shaping the International Environment.

The course is structured in three parts:

- Part One is a 2-week pre-residential course based on a set of electronic materials. Delegates will have access to listening and reading materials aligned to the themes that will be addressed during the residential.

- Part Two is a 3-day residential course which includes a final group project based on a realistic professional mission. In the residential participants will engage in a series of practical activities where the role of the instructor is to encourage them to reflect on their own language skills and their ability to develop strategies relevant to them. Delegates will be provided with feedback on their performance through a final group project where participants will be undertaking all the tasks involved in the organisation of an event in the target language.
- Part Three is an optional 4-week post-residential course where delegates are given the opportunity to consolidate their language skills by exploring further one of the themes covered in the residential. They will be offered the opportunity to submit a Portfolio on a Language-Specific Current Affairs topic and receive more detailed feedback on their performance.

### Indicative Session Titles

- Designing a questionnaire
- Reading the news
- Communicating Online
- Presenting information
- Watching the news
- Giving Support and Advice
- Interviewing people
- Sharing opinions
- Developing Successful Community Programmes
- Organising an event

### Intended Student Population

Individuals with an A Level in the language, a B1 or equivalent language knowledge is required.

### Pre Course Work

Two-week programme of guided independent study through a set of online reading and listening comprehension activities.

Joining Instructions and Pre-Course Work

Joining instructions and information to enable access to the University's Virtual Learning Environment (VLE) in order to access the course reading and other supplementary material will be sent 4 - 5 weeks prior to the course. Once the CPD Registration Form has been completed and returned to the University you will be sent log-in details to access the information.

### Essential

Handbook, recommended activities available through a virtual learning platform and other free language learning tools/apps

### Certificate of Attendance

Personnel completing this course will receive a Certificate of Attendance at the end of the course stating the number of study hours and goals achieved in the course.



## University Short Course Programme (USCP)

### Frequently Asked Questions

#### What is the USCP?

The USCP has been running since 1953 and is now encompassed by the Lifelong Learning initiative for the Armed Forces. It is a tri-Service Programme which was set up to provide personal and professional development in an academic environment. It is not designed to assist with job related training.

#### Who can attend these courses?

All Service personnel can apply to attend these courses.

#### Can MOD Civil Servants attend these courses?

MoD Civil Servants will only be allocated a place on these courses if no Service personnel are available. However, Air Civil Servants may apply, as extra funding by their TLB has been made available for them. Their applications will be examined on a case by case basis.

#### How much will it cost?

All tuition, food and accommodation costs for the duration of the course are paid under a central contract arrangement by the parent Service. Travel costs are not included and are to be paid by either their parent unit or student. Prospective students must check that their own units are able to meet travel costs before applying for a course.

#### What if I need an extra night's accommodation?

Some of the universities provide accommodation the evening before the start of the course, but this is not the case for all. Any cost for extra nights' accommodation will be at the discretion of your Unit. You must first seek prior approval from your section/budget manager before booking the extra nights. If no funds are available the extra cost defers to the student. If there is no military base nearby and you have budget approval you can book your extra accommodation through the Hotel Booking online Service. However some universities have their own accommodation so you would contact them direct. Courses, details will be in the joining instructions.

#### How do you select the people who will be attending?

The programme has a tri-Service selection criteria, the basics are as follows:

1. **Application Form.** Correctly completed with all \* boxes filled in.
2. **Reasons for Study.** Make sure your reasons for study are as strong as possible. Remember that these courses are for personal development, not for job related training. If you are currently studying in your own time make sure you include it in this area. If you have never attended a USCP course before then priority will be given to your application. See the current USCP DIN.
3. **Date of Discharge/Exit.** If you are due out in the next 2 years your chances of selection are lower than someone with more than 2 years to serve. However, you will be on the reserve list and if a cancellation is received the USCP Co-ordinator will telephone you to see if you are still able to take a place. If you insert N/A or leave blank it will be assumed that you are in your last 2 years.

#### Is any priority given to senior ranks?

No. We do however, try to include a spread of ranks/rates in the selection, dependant on the range of ranks that have applied and sift criteria.

#### How do I apply?

Check the course is the one for you by reading the course descriptions in the USCP Prospectus available from your Education Centre or visit the Defence Learning Environment (DLE); an account is required.

Complete the application form electronically and forward it to your Education Centre (for Army personnel direct to your Service Desk) for forward transmission to the relevant Service Desk (see page 3).

#### When will I know if I have been given a place on the course?

Selection takes place 6 weeks prior to the start of the course however this may vary to take into consideration public holidays. Students should receive notification regardless of whether their application has been successful or not through their Service USCP Co-ordinator (See Page 3).

Students who have been unsuccessful will be notified by email 4 - 5 weeks prior to the start of the course. Alternatively, you can call the USCP Co-ordinator after the 6 week point and you will be informed whether you have been successful or not.





## Frequently Asked Questions cont.

### What do I do if I am unsuccessful?

If you have not been selected for a course you will be placed on the reserve list. If you are unable to take a place at short notice you should cancel your place on the reserve list. If someone selected for a course has to cancel, your relevant Service Desk (see page 3) will telephone you to offer you a short notice place.

### Why was I unsuccessful?

There could be a number of reasons why you have been unsuccessful and the most common are listed below:

1. The number of applications. There are a set number of places allocated per course, and, on average, twice the number of applications to the number of places available are received. There will, therefore be a number of applicants that are suitable to attend the course but unsuccessful because of course place availability.
2. You require the course to assist you in your primary duty. If this is the case then the training should be supplied by your Trade/Branch Sponsor.
3. You are due to leave the Service in the next 2 years.
4. Your application was not received in time to be included in the initial selection (6 weeks prior to the start of the course). However, you will be placed on the reserve list.

### Can I apply for more than one course?

Multiple applications will be accepted. Although it will not guarantee you will be selected.

### Credit Accumulation Transfers Points (CATs)

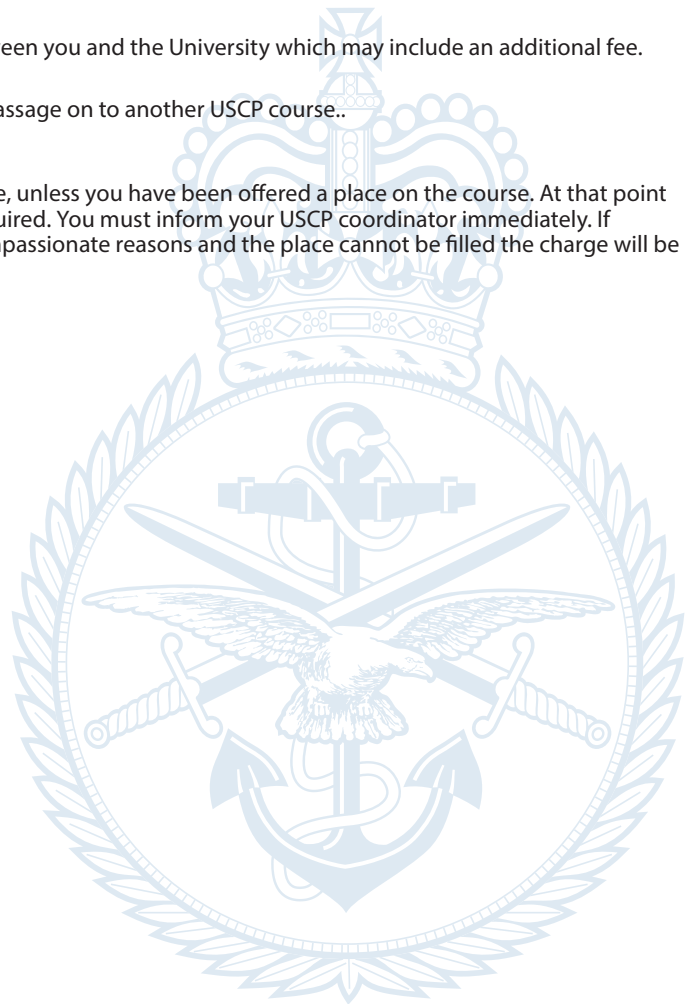
The extra assignment for the credits is elective. The agreement is between you and the University which may include an additional fee.

#### Priority Passage

Completing the extra assignment does not give personnel a priority passage on to another USCP course..

### At what point can I cancel my application?

You can cancel your application at any point up to the course start date, unless you have been offered a place on the course. At that point a letter/email from your chain of command (SO3 minimum rank) is required. You must inform your USCP coordinator immediately. If personnel withdraw from the course other than for operational or compassionate reasons and the place cannot be filled the charge will be sent to their UIN for payment.





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## Notes



## EXAMPLE

### OFFICIAL SENSITIVE PERSONAL (when completed)

#### Application to Attend a University Short Course

(Please note: RN & RAF personal applications will not be processed if unauthorised by Ship/Establishment/Personal Learning Advisor/Education Centres.)

\* Must be completed, incomplete forms will be returned to originator

##### 1. Course Details: (edit in Word to see the drop-down boxes below)

Title & Date: click here

Which Location: click here

Which Service: click here

Can you accept a place at short notice? click here

##### 2. Personal Details (use block letters)

* Rank/Rate:	* Full Name:
* Service Number:	* Regiment/Corps/Branch/Trade:
* Section/Department:	* Ship/Establishment/Unit/Station (Full Postal Address, including Rm No/Bldg No/Name):
* Parent Unit (if applicable):	
* Type of Engagement:	* Military Telephone Number:
* Tour Expiry Date:	Mobile Number:
* Service Exit Date:	* Work E-mail:

##### Background

* Most recent educational qualifications		
Title:	Date:	
For Language Courses please enter present grade		
* Other relevant experience:		
* University Short Courses attended in the last 2 years:		
Title:	Date:	Location:
* Reasons for wishing to attend the course:		

OFFICIAL SENSITIVE PERSONAL  
(when completed)



## EXAMPLE

### OFFICIAL SENSITIVE PERSONAL (when completed)

#### \* 3. Applicants Declaration

I certify that the information I have given on this application is, to the best of my knowledge, correct. I accept, should I be selected, to attend all course sessions punctually and to conform to the domestic arrangements made by my Service desk on my behalf.

Application approved by Divisional Officer/HOD/Section/Department Commander (**Your Line Manager of minimum SO3 Level**)

#### Line Manager Details (SO3 Minimum Rank):

Rank: \_\_\_\_\_ Name: \_\_\_\_\_ Tel No: \_\_\_\_\_

I have discussed the course overleaf with my line manager (**minimum SO3 level within the chain of command**) who has given authority for me to attend should I be selected:

My line manager (named above) is aware that, in the event of a cancellation the relevant Service desk should be informed without delay so that a replacement can be found. Only when either the exigency of Service duty or a Service recognised compassionate case prevents attendance on a course will cancellation fees be waived. In all other instances of non-attendance, cancellation fees may be recovered from the applicant's parent unit or the individual. (Please see current DIN for details).

The MoD complies with the principles of the Data Protection Act 2018. The privacy notice for MoD personnel, workers and contractor is at: [This Link](#)

Electronic Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**This form must be submitted by email attachment**

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**\*4. RN & RAF Personnel Only** Completed applications to be Forwarded by email attachment to relevant Learning Centre Staff: **Ship/Establishment/Unit/Personal Learning Advisor**

Date forwarded to Service desk/Education Centre:

Name: \_\_\_\_\_ Rank/Grade: \_\_\_\_\_

Telephone Number: \_\_\_\_\_ Email: \_\_\_\_\_

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**\*5. Completed applications should be forwarded from Learning Centre Staff to the following Service desks:**

**Naval Service Applications:** NETS Co-ord, Education & Resettlement Centre (Waterfront), 1-154 Building, HM Naval Base, Portsmouth, Hampshire, PO1 3NH  
**Email:** [deborah.rand100@mod.gov.uk](mailto:deborah.rand100@mod.gov.uk) **Tel:** 9380 27933 or 02392 727933 **Fax:** 9380 24498 or 02392 724498

**Army Applications:** Army Personnel Services Group (APSG), Floor 2, Zone 4, IDL 430, Ramillies Building, Monxton Road, Andover. SP11 8HJ  
**Email:** [APSG-EdBr-EP-OMailbox@mod.gov.uk](mailto:APSG-EdBr-EP-OMailbox@mod.gov.uk) **Tel:** 01264 382386 or 94391 2386 **Fax:** 94391 2039 or 01264 382039

**RAF Applications:** Higher Education Registrar, Accreditation and Education Wing, Room 221b, Trenchard Hall, RAF College Cranwell, Sleaford, Lincs, NG34 8HB  
**Email:** [jacquie.price251@mod.gov.uk](mailto:jacquie.price251@mod.gov.uk) **Tel:** 95751 8179 or 01400 268179

OFFICIAL SENSITIVE PERSONAL  
(when completed)



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