

Policing and Law Enforcement Leadership

Programme Information

2022.01, Approved

Overview

Programme Code	35965
Programme Title	Policing and Law Enforcement Leadership
Awarding Institution	Liverpool John Moores University
Programme Type	Masters

Awards

Award Type	Award Description	Award Learning Outcomes
Target Award	Master of Science - MS	N/A
Alternative Exit	Postgraduate Diploma - PD	Demonstrate a critical awareness of the impact that PALE leadership approaches have on the professional practice of policing. Identify, compare and contrast models of police and law enforcement accountability and governance Critically explore the 'Politicisation' debate Critically assess the leadership elements and skills in managing at the strategic level within policing and law enforcement Critically assess the opportunities and threats posed by the contemporary press and media landscape

Alternate Award Names	
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External Benchmarks

Subject Benchmark Statement	
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Programme Offering(s)

Mode of Study, Mode of Delivery	Intake Month	Teaching Institution	Programme Length Programme Length Unit
Full-Time, Face to Face	September		2 Years
Full-Time, Face to Face	September		1 Years

Aims and Outcomes

Educational Aims of the Programme	<p>The overall aim of the programme is to explore the current and future strategic challenges facing PALE leaders and further develop leadership styles that emphasise clarity of thinking, flexibility of approach and adaptability in addressing the often competing demands of our diverse communities. Leadership within PALE organisations is coming under closer scrutiny and there is increasing pressure for leaders to adopt an ethical approach to leadership that is capable of not only negotiating a personal style that delivers performance improvement but also to work within a newly created governance system that, some would argue, brings political alignment closer to policing delivery. The programme therefore helps participants develop approaches to PALE leadership that: further develops their clarity of purpose; helps them negotiate leadership space within a crowded structure of governance; further develop their ability to lead with political awareness; and finally, develop a self-confidence to professionally articulate their policing mandate</p> <p>The specific aims are to:</p> <ol style="list-style-type: none"> 1. Develop students who have a high level of self-awareness through ongoing engagement in reflective practice, including ethical considerations and issues around accountability and governance. 2. Help to prepare students, many of whom are likely to be practitioners, to operate as a leader in complex and constantly changing PALE environments, including understanding the impact of politics. 3. Develop students who are able to demonstrate clarity of thought, initiative and decisiveness whilst embracing personal responsibility and self-direction in their decision-making. 4. Assist students to understand the broad range of approaches to strategic leadership within PALE agencies, and those styles most likely to produce robust and valued outcomes in different situations. 5. Help to prepare students to apply judgements to complex and changing issues within PALE environments that recognise the broad diversity of approaches and wide range of views within the sector. 6. Develop students to broaden their knowledge of the main contexts of PALE agencies at local, regional, national and international levels. 7. Assist students to understand the contribution of work-based research and evidence informed policy and practice to strategic leadership in PALE environments, including the value of learning from other sectors. 8. Assist students to understand the role of strategic leaders in engaging with Press and Media, including social media, to inform, explain and educate various audiences, as well as accounting for the activities of PALE agencies.
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Learning Outcomes

Code	Number	Description
PLO1	1	Demonstrate a critical awareness of the impact of the role of leadership within PALE organisations, and how PALE leadership impacts on professional practice in policing, community engagement and performance outcomes.
PLO2	2	Demonstrate a critical appreciation of the role of leadership within a complex political and governance environment.
PLO3	3	Demonstrate a critical understanding of the research designs, methodological choices, and validity of sources of empirical research and good/best practice guidance that seek to analyse and measure the performance of policing.
PLO4	4	Articulate orally, and in writing, an understanding of the role of research in informing policy and procedural changes within policing practice, and how an evidence based approach to policing can positively impact on performance at strategic, managerial and operational levels.

PLO5	5	Critically evaluate the components of complex investigations and the implications for PALE leadership.
PLO6	6	Critically evaluate the contemporary debate regarding ethics in PALE agencies.
PLO7	7	Improve one's self-awareness through reflective practice.
PLO8	8	Critically evaluate the various models and theories of decision making and their application in PALE agencies.

Course Structure

Programme Structure Description	Students will study all of the core modules and two option modules. The choice of optional modules will be informed by which they consider to be the most relevant to their professional interests and development needs. Part time students will complete all of the core modules (except for the Dissertation) in Year 1; in Year 2 they will complete the two optional modules and the Dissertation. To qualify for the award of PG Diploma in Policing and Law Enforcement Leadership, students must obtain 120 credits (not including the Dissertation). To qualify for the award of PG Certificate in Policing and Law Enforcement Leadership, students must obtain 40 credits from modules 7155PS and 7156PS and at least 20 credits from any other modules.
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Programme Structure - 180 credit points	
Level 7 - 180 credit points	
Level 7 Core - 160 credit points	CORE
[MODULE] 7120PS Dissertation - Policing Approved 2022.01 - 60 credit points	
[MODULE] 7155PS Leadership and the Individual Approved 2022.01 - 20 credit points	
[MODULE] 7156PS Accountability, Governance and the Political Landscape Approved 2022.01 - 20 credit points	
[MODULE] 7203PS Evidence-Informed Policy and Practice Approved 2022.01 - 30 credit points	
[MODULE] 7204PS Methods for Work-Based Research Approved 2022.01 - 30 credit points	
Level 7 Optional - 20 credit points	OPTIONAL
[MODULE] 7157PS Ethics Approved 2022.01 - 10 credit points	
[MODULE] 7158PS Leading in Complexity Approved 2022.01 - 10 credit points	
[MODULE] 7159PS Leading Ongoing Investigations Approved 2022.01 - 10 credit points	
[MODULE] 7160PS Press and Media Approved 2022.01 - 10 credit points	
[MODULE] 7161PS Command and Decision Making in Critical Incidents Approved 2022.01 - 10 credit points	

Teaching, Learning and Assessment

Teaching, Learning and Assessment	<p>Teaching will be via highly participative workshops where knowledge will be exchanged via staff lectures and interactive workshops, participant inputs and group sessions. Guest speakers will also be invited to the programme. Emphasis will be placed on a participant's ability to demonstrate independent thinking as well as connecting policing theory to strategic and operational practice. Tutorials, workshops and private enquiry are utilised. Relevant case study materials will also be used to enhance learning opportunities with emphasis being placed on the participant's ability to think-through the complexities of PALE leadership and articulate appropriate leadership solutions that evidence critical thinking abilities. There will be a flexibility in approach to assessment with coursework, individual and group work contributions, and written contributions via essays and class work, all being evaluated against understanding of the stated learning outcomes. The Programme will be delivered using blended teaching methods. These will include seminars, lectures, workshops, simulation and the university virtual learning platform (Canvas). A participant's intellectual skills will be assessed across all the modules through course work consisting of essays, reflective submissions, portfolios, literature reviews and research topic dissertation. Formative assessment of practical skills will be undertaken through role play exercises.</p>
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Opportunities for work related learning

Opportunities for work related learning
<p>Opportunities to develop work-related learning come through the featuring of guest lecturer inputs from PALE leadership professionals throughout the programme. Students are encouraged to engage in reflective practice and consider their studies in the context of their own working environment. It is expected that research projects and the focus of dissertation topics will be directly related to the PALE environment and will therefore require direct contact between the participants on the programme and various PALE organisations. In particular, research around topics that are directly relevant to the student's own organisation will be carefully considered. Opportunities for students to gain practical law enforcement experience during their studies could be facilitated. These could include short placements in a number of agencies. Similarly, there may be opportunities to send students to study abroad for short periods of time in academic institutions abroad, as part of the university's Go Global programme. Any opportunities will be discussed with interested students as and when they are available.</p>

Entry Requirements

Type	Description
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Alternative qualifications considered	<p>Applicants to the programme are normally required to possess an honours degree (normally equivalent to grade 2:2) in a policing studies (or PALE) topic, or on strategic leadership or any related social sciences discipline. Applicants who do not meet the standard academic entry requirements may be considered for admission onto the programme. In such cases, and where applicants indicate other factors which could be taken into consideration, the university will consider these factors in making a determination and support the applicant where possible. For example, any applicant who does not have a first degree must satisfy the programme team of their ability to successfully study at Level 7 through presentation of a strong portfolio to demonstrate appropriate equivalent skills in the work place. For these applicants, individual assessment of their suitability for postgraduate level study will be overseen by the programme team and may require evidence to be submitted as part of a formal assessment process, for example, portfolio of written work, reports, evidence of practice development and presentations. The programme welcomes students with both prior certified learning and/or applications for experiential learning credits. Applicants claiming Recognition of Prior Learning will be explored on an individual basis where previous qualifications or experience will be mapped against the Learning Objectives of the programme modules in accordance with LJMU RP(E)L policy and procedures www.ljmu.ac.uk/about-us/public-information/academic-quality-and-regulations/academic-framework</p>
Other international requirements	<p>Applicants to the programme are normally required to possess an honours degree (normally equivalent to grade 2:2) in a policing studies (or a PALE topic) or a related social sciences discipline or an equivalent qualification. Applicants are required to have achieved an IELTS score, a minimum of a 6.5 (minimum of 5.5 in each component) or equivalent English language qualifications. The programme complies fully with the requirements of the Equality Act 2010. The School has a specified member of staff responsible for care of the students under this act and the programme team fully endorse both the concept and the reality of Equal Opportunities.</p>

Programme Contacts

Programme Leader

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Link Tutor

Contact Name
