

Liverpool John Moores University

Title: Leading the Complexity
Status: Definitive
Code: **7100PSCPD** (124887)
Version Start Date: 01-08-2019

Owning School/Faculty: Justice Studies
Teaching School/Faculty: Justice Studies

Team	Leader
Brian McNeill	Y

Academic Level: FHEQ7
Credit Value: 20
Total Delivered Hours: 27
Total Learning Hours: 200
Private Study: 173

Delivery Options

Course typically offered: S1 & S2 & Summer

Component	Contact Hours
Lecture	21
Online	3
Workshop	3

Grading Basis: 50 %

Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Essay	AS1	2500 word essay (from choice of 7 titles as detailed in module guide)	60	
Portfolio	AS2	2000 word Reflective Portfolio based on the theory of this module and linked to the students approach and leadership style in the workplace	40	

Aims

This CPD module is an intensive and integrated approach to policing that is

designed to provide strategic insight into the complex and often competing demands facing law enforcement agencies. There will be a careful balance between the theoretical constructs of leadership and concrete insight from leadership practitioners in the field. In essence, our approach to 'what works' will focus on bridging the gap between theory and practice. Legal and ethical approaches to law enforcement will be explored - making use of recent national and international policing issues.

The programme will be underpinned by the relevant sociological and anthropological theoretical perspectives and will make reference to appropriate policy developments and empirical research. This will help develop an integrated approach to exploring the challenges facing policing at executive level as well as providing insight into the contextual environment within which policing operates.

Learning Outcomes

After completing the module the student should be able to:

- 1 Explore the strategic importance of operating effectively as a leader in a complex and constantly changing professional policing environment. This will require the exercise of initiative, personal responsibility and self-directed decision making.
- 2 Critically evaluate a series of strategic approaches to change and appropriately identify the most suitable methodologies for law enforcement that are capable of producing robust valued outcomes.
- 3 Make informed judgements about unpredictable strategic policing issues that demonstrate insight to, and understanding of, alternative points of view.
- 4 Explore the future context of law enforcement at national and international levels demonstrating an ability to synthesise and incorporate new thinking from both the public and private sectors.
- 5 Further develop a critical self-awareness of approach to personal leadership performance.

Learning Outcomes of Assessments

The assessment item list is assessed via the learning outcomes listed:

Essay 2,500 words	1	2	3	4	5
2,000 words	1	2	3	4	5

Outline Syllabus

The Role of Strategic Leadership Within Policing and Law Enforcement
Understanding Policing and Law Enforcement - past, current and future context
Harnessing the Leadership Context
The Changing Business of the police and law enforcement agencies
The Concept and Impact of International Policing and Law Enforcement

Learning Activities

Lectures, workshops and online activity.

One of the key themes running through this module will be the development of the skills and knowledge to link theory and professional practice.

The module will utilise blended learning techniques, combining traditional teaching strategies with immersive learning and e-learning. Lectures and presentations, with the availability of some distance learning (through online activity if necessary) will be supported by online reading materials.

Students will be encouraged to monitor their own learning in this module, supported by an experienced and knowledgeable mentor, through their Personal Development Plans.

Lectures will be delivered by the module Lead and other LCAPS staff, together with guest speakers from relevant professional backgrounds who have particular credentials and expertise in parts of the curriculum.

Skills will be increased through plenary sessions and feedback.

Students will be expected to engage in self directed and supported learning to develop their knowledge and the practical application of it. Any issues raised during lectures can be further explored during plenary sessions, within smaller groups, with their allocated mentor and/or the module team.

Notes

Programme code: 35934

There are no professional body requirements at present. Developments of the College of Policing are constantly monitored and incorporated, where appropriate.

Benchmark Statement:

There are no subject benchmarks for police studies but cognisance has been taken of the evolving police professionalisation agenda and where applicable the requirements of the College of Policing, together with appropriate National Occupational Standards for policing set out by Skills for Justice, the Benchmark Statements for Criminology and other QAA Benchmark Statements when appropriate.

Mode and Duration of Study:

This CPD module will be offered on a part time basis and through delivery on-site (at LJMU), off-site or through a blended delivery process incorporating some distance learning. Delivery will be supported by the Virtual Learning Environment, Canvas. Whilst the intake month is flexible, with the module being able to commence in semester 1, semester 2 or the summer period, the duration of study will usually be across 18 weeks, with scope to negotiate with a student or their employing organisation for shorter or longer periods.

Criteria for admission:

The entry requirement is at first degree 2:2 or above or international equivalent or through RPEL.

This CPD programme is open to recruitment for Police Officers or Police Staff. The content of this programme is also of relevance to individuals working at or towards those same levels in other law enforcement agencies.

Name of final award:

Certificate of Professional Development - Leading the Complexity.

Student Support:

The University aims to provide students with access to appropriate and timely information, support and guidance to ensure that they are able to benefit fully from their time at LJMU. All students are assigned a Personal Tutor to provide academic support and when necessary signpost students to the appropriate University support services.

Students are able to access a range of professional services including:

Advice on practical aspects of study and how to use these opportunities to support and enhance their personal and academic development. This includes support for placements and careers guidance.

Student Advice and Wellbeing Services provide students with advice, support and information, particularly in the areas of: student funding and financial matters, disability, advice and support to international students, study support, accommodation, health, wellbeing and counselling.

Students studying for an LJMU award at a partner organisation will have access to local support services.

Assessment Regulations:

All programmes leading to LJMU awards operate within the University's Academic Framework. <https://www.ljmu.ac.uk/about-us/public-information/academic-qualityand-regulations/academic-framework>

Compulsory attendance requirements:

Students should attend all taught sessions in line with the University's Attendance Policy.

This course was written in 2018.

Methods for Evaluating and Improving Quality:

All programmes leading to LJMU awards have been designed and approved in accordance with the UK Quality Code for Higher Education, including the Framework for Higher Education Qualifications in the UK (FHEQ) and subject benchmark statements where applicable. The University is subject to periodic review of its quality and standards by the Quality Assurance Agency (QAA) Published review reports are available on the QAA website at www.qaa.ac.uk

Programmes which are professionally accredited are reviewed by professional,

statutory and regulatory bodies (PSRBs) and such programmes must meet the competencies/standards of those PSRBs.

The University uses the results of student feedback from internal and external student surveys (such as module evaluations, the NSS and PTES), module evaluation questionnaires and meetings with student representatives to improve the quality of programmes.

The quality of teaching is assured through staff review and staff development in learning, teaching and assessment.

All programmes are reviewed annually and periodically, informed by a range of data and feedback, to ensure quality and standards of programmes and to make improvements to programmes.

The University is maintaining the threshold academic standards set for awards in accordance with the FHEQ and applicable subject benchmark statements. The assessment process measures student achievement rigorously and fairly against the intended outcomes of the programme(s) and is conducted in line with University policies and regulations. The academic standards are comparable with those in other UK higher education institutions of which external examiners have experience.

Alignment for CME:

MSc Advanced Policing (35837) - The same existing arrangements for the full programmes delivered by LCAPS will be used.

Alignment to external examining:

MSc Advanced Policing (35837) - This CPD module will be covered by the same External Examiner.