

## Module specification

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*Refer to guidance notes for completion of each section of the specification.*

Module Code	POL413
Module Title	Decision Making and Leadership
Level	4
Credit value	20
Faculty	Social and Life Sciences
HECoS Code	100484
Cost Code	GACJ

### Programmes in which module to be offered:

Programme title.	Is the module core or option for this programme
BSc (Hons) Professional Policing	Core

### Pre-requisites

None

### Breakdown of module hours

Learning and teaching hours	36 hrs
Placement tutor support	0 hrs
Supervised learning e.g. practical classes, workshops	0 hrs
Project supervision (level 6 projects and dissertation modules only)	0 hrs
<b>Total active learning and teaching hours</b>	<b>36 hrs</b>
Placement / work-based learning	0 hrs
Guided independent study	164 hrs
<b>Module duration (total hours)</b>	<b>200 hrs</b>

<b>For office use only</b>	
Initial approval date	15 <sup>th</sup> August 2024
With effect from date	September 2024
Date and details of revision	
Version number	1

## Module aims

This module aims to develop students' understanding of how to manage conflict situations, ethical decision making and the importance of effective leadership.

## Module Learning Outcomes - at the end of this module, students will be able to:

1	<p>Develop an understanding of the importance of effective teamwork and communication within the police service.</p> <p>NPC Mapping:</p> <ul style="list-style-type: none"> <li>• <u>Leadership and Team Working</u>: Identify and discuss the importance of working effectively as part of a team.</li> <li>• <u>Communication Skills</u>: Review the fundamental elements of effective communication 1.1, 1.1a, 1.1b 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8.</li> </ul>
2	<p>Apply the national decision-making model to enhance decision-making processes.</p> <p>NPC Mapping:</p> <ul style="list-style-type: none"> <li>• <u>Decision Making and Discretion</u>: Understand the national decision-making model in the decision-making process 1.1</li> </ul>
3	<p>Explain the meaning of teamwork and leadership within a policing context.</p> <p>NPC Mapping:</p> <ul style="list-style-type: none"> <li>• <u>Leadership and Team Working</u>: Evaluate key responsibilities in relation to leadership for everyone.3.1</li> <li>• <u>Leadership and Team Working</u> Evaluate key leadership principles in the workplace. 1.1, 1.2, 1.3, 1.4</li> </ul>
4	<p>Identify situations where conflict might occur and discuss potential resolution strategies, including the use of force and its implications.</p> <ul style="list-style-type: none"> <li>• <u>Communication Skills</u>: Analyse the ethical and moral implications of the police using force. 3.1, 3.2, 3.3, 3.4</li> <li>• <u>Communication Skills</u> Examine alternatives to using force when involved in a conflict situation: 5.1, 5.2, 5.3.</li> <li>• <u>Communication Skills</u> Explain the types of situations where conflict may occur and the appropriate level of response.</li> <li>• <u>Communication Skills</u> Identify levels of tension within a conflict situation: 4.1, 4.2, 4.3.</li> </ul>

## Assessment

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Indicative Assessment Tasks:

Essay 2000 words: Exploring ethical decision-making and leadership in Policing: Focus is on navigating conflict with teamwork and communication”.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)
1	LO1 – LO4	Written Assignment	100%

## Derogations

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Module cannot be compensated/condoned on BSc (Hons) Professional Policing.

## Learning and Teaching Strategies

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The learning and teaching strategy used in the module is grounded in the University’s commitment to Universal Design for Learning (UDL), the key principle of which holds that students are encouraged to participate in higher education when they are exposed to flexible ways of learning by staff that engage them in different ways using innovative and creative approaches. Accordingly, the module embraces the University’s Active Learning Framework (ALF) which supports accessible, flexible learning that creates a sense of belonging for students. Each module is associated, thereby, with face to face and online elements.

## Indicative Syllabus Outline

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**LO1: Develop an understanding of the importance of effective teamwork and communication within the police service.**

Importance of team working

Strategies for creating a healthy environment for team working.

Inter-personal conflict and how to deal with it.

Having difficult conversations

Communication skills

Negotiating and influencing



**LO2: Apply the national decision-making model to enhance decision-making processes.**

How to use the National decision Model (NDM) in decision making:

- Key influences on the decision-making process, including justifying the application of discretion and the considerations (and risks) involved when discretion is used
- Flexibility within the NDM
- Link between the NDM, the Code of Ethics and intelligence products
- Use of information and intelligence within the NDM
- Influences of personal experience, bias, values etc. on ethical and professional decision making, including the role of fairness and respect
- Applying the essence of the law
- Recording all decisions and rationales throughout the role

**LO3: Explain the meaning of teamwork and leadership within a policing context.**

Leadership and teamworking models

Complexities of team cohesion

Personal leadership

**LO4: Identify where conflict might occur and what the implications are of using force.**

Causes of conflict

Code of ethics

Use of force

Recognising and mitigating threat

De-escalation

**Indicative Bibliography:**

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Please note the essential reads and other indicative reading are subject to annual review and update.

**Essential Reads**

Cockcroft, T. (2020). *Police Occupational Culture: Research and Practice*. Bristol: Policy Press.

College of Policing (2024), *Code of Ethics*. Available from:  
<https://www.college.police.uk/ethics/code-of-ethics>.

College of Policing (2024), *Professional Standards APP*. Available from:  
<https://www.college.police.uk/app/professional-standards>

College of Policing (2024), *National Decision Model APP*. Available form:  
<https://www.college.police.uk/app/national-decision-model/national-decision-model>



### Other indicative reading

College of Policing (2024), Engagement and Communication APP. Available from:  
<https://www.college.police.uk/app/engagement-and-communication>

College of Policing (2024), Leadership APP. Available from:  
<https://www.college.police.uk/career-learning/leadership>

Hutton, G., Cox, A., Gold, E. and Connor, P. (2023), *Blackstone's Police Manual 2024. Volume 3, General Police Duties*. Oxford: Oxford University

Wood, Dominic, (ed.) (2024), *Blackstone's Handbook for Policing Students*. Oxford: Oxford University Press.

College of Policing (2024), Working with victims and witnesses APP. Available from:  
<https://www.college.police.uk/app/investigation/working-victims-and-witnesses>

Ozin, P. (ed.) (2023), *Blackstone's Police Operational Handbook 2024 (Law)*. Police National Legal Database