

ANNEX B: LCLM 102: Certificate in Leadership and Management (Tactical Level)

1. Introduction

The Certificate in Leadership and Management (Tactical Level) is designed for middle-level police officers who are responsible for the performance of others or who aspire to further their career in the police force. The modules in the Certificate programme are packed with practical tools and techniques that are designed to develop the police officers' knowledge and skills of both management and leadership. The programme focuses on performance management and explores core management issues such as management and leadership, people and service management, human resource development and change management.

2. Objective

At the tactical level, officers take decisions and steps to reach the long term vision identified at the strategic level. The Officers targeted in this level are Sub Inspectors, Inspectors and Chief Inspectors. The programme aims to help Police Officers at the Tactical Level in building capacity in terms of management and leadership skills, and communication.

3. General Entry Requirements

In accordance with General Entry Requirements for admission to the University for undergraduate certificates.

4. Programme Requirements

Certificate in Leadership and Management (Tactical)	
Admission/Entry Requirements	Cambridge School Certificate or equivalent
	Weightage
	Academic 40 Experience 60
Rank	Inspectorate Level: Chief Inspectors , Inspectors and Sub-Inspectors
Age limit for different categories	Not more than 60 yrs

5. Programme Duration

	Normal (Semesters)	Maximum (Semesters)
Certificate:	2	4

6. Credits per Semester:

	Credits
Semester I:	12
Semester II:	18

7. Minimum Credits Required for the Award of Certificates

LCLM 102: Certificate in Leadership and Management (Tactical Level): 30 credits

8. Assessment

The mode of assessment will consist of both Final Examinations (40%) and Continuous Assessment (60%) and is as follows:

	Tactical level	
Final Examinations	20	
Details on Continuous Assessment		
Individual Assignment	30	
Group Assignment	25	
Oral Presentation	20	
Student Assessment (attendance, participation in class, general level of motivation and interest)	5	
Sub-Total	80	80
Total Marks	100	

9. Termination of Registration

If the CPA of the student is <40 for two consecutive semesters, then the registration will be terminated.

10. List of Modules

Module Code	Module Name	Hrs/WK	Credits
POL 1211Y	Management and Leadership in Practice	DE*	6
POL 1212	Quality Management and Customer-Oriented Services	DE	3
POL 1213	Financial Management and Corporate Governance	DE	3
POL 1214Y	HRD and Knowledge Management	DE	6
POL 1215Y	Transition and Change Management	DE	6
POL 1216Y	Action Learning and Management	DE	6

*DE: 3- credit modules: 1- hour contact per week over 15 weeks

: 6- credit modules: 2- hour contact per week over 15 weeks

11. Programme Plan

Level 1			
Semester 1			
Module Code	Module Name	Hrs/WK	Credits
POL 1211Y	Management and Leadership in Practice	DE	6
POL 1212	Quality Management and Customer-Oriented Services	DE	3
POL 1213	Financial Management and Corporate Governance	DE	3
Semester 2			
POL 1214Y	HRD and Knowledge Management	DE	6
POL 1215Y	Transition and Change Management	DE	6
POL 1216Y	Action Learning and Management	DE	6

12. OUTLINE SYLLABUS

POL 1211Y – MANAGEMENT AND LEADERSHIP IN PRACTICE

The Challenge of Management; Management Theories and Skills; Management Roles and Responsibilities; Understanding the Internal and External Environment; Motivation Theories; Leadership Theories and Skills; Situational Leadership; Overview of Policing Styles and Principles (Zero Tolerance, Intelligence-Led Community Policing, Problem Oriented Policing); Comparative Policing Styles and Principles in Police Organisation; Cross-Cultural Management; Activities and Class Discussion; Case Studies and Presentation.

POL 1212 - QUALITY MANAGEMENT AND CUSTOMER-ORIENTED SERVICES

The Nature of Service Organisations; Characteristics of Service in the Police Force; Customer Service and Competition; The Customer Service Culture for Police Officers; Developing and Maintaining Service Quality in the Police Force; Total Quality Management; Analysing Customer

Requirements; Setting and Monitoring Service Standards; Measurement of Service Quality; Identifying and Implementing Service Improvements; Analysing Quality Problems and Failures; Benchmarking; Quality Control and Quality Assurance; Service Guarantees in the Police Force.

POL 1213 – FINANCIAL MANAGEMENT AND CORPORATE GOVERNANCE

Financial Management; Programme-Based Budgeting; Corporate Governance (Anticorruption); Leadership in Developing the Organisational Ethics; Ethics in Policing; Personal Values and Ethics; Integrity and Character.

POL 1214Y – HRD AND KNOWLEDGE MANAGEMENT

HRM/HRD Nexus; HRD Models; Strategic Human Resource Development; Actors in HRD; Learning in the MPF; Management Development; Leadership and Succession Planning for the MPF; HRD in Police Organisations; Developing Human Capital in the MPF; HRD and Change Management.

Knowledge Management (KM) in Policing; Stages of KM Technology; MPF as Knowledge Intensive Organisation; KM, Intelligence and Investigative Work; KM Matrix for Intelligence Policing; ICT and KM; Intelligence Strategy Development; Managing Intelligence; KM Processes; KM and People Management; Knowledge Sharing Culture; Knowledge Networks and Communities of Practice; Case Studies; Group Discussion; Presentation and Projects.

POL 1215Y– TRANSITION AND CHANGE MANAGEMENT

Introduction; Globalisation and its Effect on the Police; Change – an Overview (definition, sources, types); Forces Calling for Changes in Organisations; Planned Change; Resistance to Change; Managing Change; The Process of Organisation Development; Human Process Interventions; Restructuring; Employee Involvement; Work Design; HR Intervention; Building a Learning Organisation through Change Intervention; Culture of an Organisation; Use of Change Models; Organisational Transformation; Project Management Case Studies and Presentation.

POL 1216Y – ACTION LEARNING AND MANAGEMENT

What is Action Learning? ABC of Action Learning (principles, ground rules and skills); Revans's Formula; Action Learning in Organisations through Personal and Group Coaching; Action Learning and Leadership development; Problem Identification and Objective Setting; Learning Organisation v/s Organisation Learning; Learning by Observing and Doing; Evidence-Based Policy; Realistic Evaluation; Case Studies; Discussion Groups; Presentations and Mini Projects.