



# PICT806

## Police Leadership and Governance

S1 Evening 2016

*Dept of Policing, Intelligence & Counter-Terrorism*

### Contents

---

<u>General Information</u>	2
<u>Learning Outcomes</u>	3
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	5
<u>Unit Schedule</u>	6
<u>Policies and Procedures</u>	8
<u>Graduate Capabilities</u>	9
<u>Changes since First Published</u>	12

---

#### **Disclaimer**

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

## General Information

Unit convenor and teaching staff

Garry Dobson

[garry.dobson@mq.edu.au](mailto:garry.dobson@mq.edu.au)

Contact via via iLearn

Building Y3A Room 236

Vincent Hurley

[vincent.hurley@mq.edu.au](mailto:vincent.hurley@mq.edu.au)

Contact via via iLearn

Building Y3A Room 236

Mick Plotecki

[mick.plotecki@mq.edu.au](mailto:mick.plotecki@mq.edu.au)

Contact via via iLearn

Building Y3A Room 236

Tutor

Rob Critchlow

[robert.critchlow@mq.edu.au](mailto:robert.critchlow@mq.edu.au)

Contact via via iLearn

Building Y3A Room 236

Tutor

Derek Schagen

[derek.schagen@mq.edu.au](mailto:derek.schagen@mq.edu.au)

Contact via via iLearn

Building Y3A Room 236

Tutor

Joe McNulty

[joe.mcnulty@mq.edu.au](mailto:joe.mcnulty@mq.edu.au)

Contact via via iLearn

Building Y3A Room 236

Credit points

4

Prerequisites

Admission to MPICT or PGDipPICT or GradDipPICT or PGCertPICT or GradCertPICT or MPICTMIntSecSt or MIntSecStud or PGDipIntSecStud or GradDipIntSecSt or PGCertIntSecStud or PGCertIntell or MCompForensics

Corequisites

Co-badged status

Unit description

In modern western democratic environments the issues of leadership and governance are never far from the surface of any policing organisation. What was historically a bureaucratic cumbersome and non-responsive organisation driven by rules and regulations with an elaborate hierarchy is now a decentralised, proactive, open and accountable organisation that not only reacts to important issues but often leads the debate with respect to changes in public policy and legislation. Whilst not all policing organisations are the same, there has been a shift in the past 20 years in the direction of the characteristics described. This unit will explore the critical policing issues of leadership and governance with specific emphasis on discerning how that applies in the policing/public sector. It will also examine the developing move towards policing becoming a profession.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

Evaluate the markets, networks and key drivers of organised crime on a regional and international basis

Examine and explore critical texts, concepts and theories relating to the investigation of organised crime.

Examine the socio-economic factors that drive the development of organised crime

Investigate the macro and micro level impacts of organised crime on society

Examine the linkage between organised crime and terrorism

Investigate the emerging markets for organised crime including the role of technology in its facilitation

## Assessment Tasks

Name	Weighting	Due
<a href="#">Research Exercise</a>	20%	End of Week 4
<a href="#">Analytical Exercise</a>	30%	End of Week 8
<a href="#">Discussion paper</a>	50%	End of week 12

## Research Exercise

Due: **End of Week 4**

Weighting: **20%**

Research based exercise as identified in the turnitin system within iLearn.

On successful completion you will be able to:

- Examine the socio-economic factors that drive the development of organised crime
- Investigate the macro and micro level impacts of organised crime on society

## Analytical Exercise

Due: **End of Week 8**

Weighting: **30%**

Refer to Turnitin section of iLearn for details of assignment.

On successful completion you will be able to:

- Evaluate the markets, networks and key drivers of organised crime on a regional and international basis
- Examine and explore critical texts, concepts and theories relating to the investigation of organised crime.
- Examine the socio-economic factors that drive the development of organised crime
- Investigate the macro and micro level impacts of organised crime on society
- Examine the linkage between organised crime and terrorism
- Investigate the emerging markets for organised crime including the role of technology in its facilitation

## Discussion paper

Due: **End of week 12**

Weighting: **50%**

Refer to Turnitin Section of iLearn site for details

On successful completion you will be able to:

- Evaluate the markets, networks and key drivers of organised crime on a regional and international basis
- Examine and explore critical texts, concepts and theories relating to the investigation of organised crime.
- Examine the socio-economic factors that drive the development of organised crime

- Investigate the macro and micro level impacts of organised crime on society
- Examine the linkage between organised crime and terrorism
- Investigate the emerging markets for organised crime including the role of technology in its facilitation

## **Delivery and Resources**

### DELIVERY AND RESOURCES

#### UNIT REQUIREMENTS AND EXPECTATIONS

- \* You should spend an average of 12 hours per week on this unit. This includes listening to lectures prior to seminar or tutorial, reading weekly required materials as detailed in iLearn, and preparing assessments.
- \* Internal students are expected to attend all seminar or tutorial sessions, and external students are expected to make significant contributions to on-line activities.
- \* In most cases students are required to attempt and submit all major assessment tasks in order to pass the unit.

#### REQUIRED READINGS

- \* The citations for all the required readings for this unit are available to enrolled students through the unit iLearn site, and at Macquarie University's library site. Electronic copies of required readings may be accessed through the library or will be made available by other means.

#### TECHNOLOGY USED AND REQUIRED

- \* Computer and internet access are essential for this unit. Basic computer skills and skills in word processing are also a requirement. \* This unit has an online presence. Login is via:  
<https://ilearn.mq.edu.au/>
- \* Students are required to have regular access to a computer and the internet. Mobile devices alone are not sufficient.

#### SUBMITTING ASSESSMENT TASKS

- \* All text-based assessment tasks are to be submitted, marked and returned electronically. This will only happen through the unit iLearn site.
- \* Assessment tasks must be submitted as a MS word document by the due date.

- \* Most assessment tasks will be subject to a 'Turnitin' review as an automatic part of the submission process.
- \* The granting of extensions of up to one week are at the discretion of the unit convener or nominated delegate such as a tutor. Any requests for extensions must be before the due date for the submission of the assessment task. Extensions beyond one week are subject to the university's Disruptions Policy

#### LATE SUBMISSION OF ASSESSMENT TASKS

- \* If an assignment is submitted late, 5% of the available mark will be deducted for each day (including weekends) the paper is late.
- \* For example, if a paper is worth 20 marks, 1 mark will be deducted from the grade given for each day that it is late (i.e. a student given 15/20 who submitted 4 days late will lose 4 marks = 11/20).
- \* The same principle applies if an extension is granted and the assignment is submitted later than the amended date.

#### WORD LIMITS FOR ASSESSMENT TASKS

- \* Stated word limits include footnotes and footnoted references, but not bibliography, or title page.
- \* Word limits can generally deviate by 10% either over or under the stated figure.
- \* If the number of words exceeds the limit by more than 10%, then penalties will apply. These penalties are 5% of the awarded mark for every 100 words over the word limit. If a paper is 300 words over, for instance, it will lose  $3 \times 5\% = 15\%$  of the total mark awarded for the assignment. This percentage is taken off the total mark, i.e. if a paper was graded at a credit (65%) and was 300 words over, it would be reduced by 15 marks to a pass (50%).
- \* The application of this penalty is at the discretion of the course convener.

#### REASSESSMENT OF ASSIGNMENTS DURING THE SEMESTER

- \* Macquarie University operates a Grade Appeal Policy in cases where students feel their work was graded inappropriately

## Unit Schedule

Week	Title	Description of Week
------	-------	---------------------

1	<b>Introduction, Definitions and Context of Organised Crime</b>	This session lays out the structure of the Unit for the semester including coverage of assignments and expectations. It also presents as an opportunity to develop a common understanding of key concepts and issues.
2	<b>Markets for Organised Crime</b>	This session commences the study of the Unit in earnest with an analysis of the markets that exist for organised crime with an opportunity to look at both the demand and supply side aspects of OC, the profit motive and the acquisition of expertise to exploit potential markets by organised crime networks.
3	<b>Key Drivers of Organised Crime</b>	Organised crime is driven and facilitated by a diverse range of factors. In this session we will examine a range of social, cultural, psychological, physical, legal, economic and influencing factors that both encourage the existence of organised crime and in many instances drive the growth in activity.
4	<b>Organised Crime Networks</b>	In this session we examine the factors that impact on the very existence of organised crime groups. How do organised crime groups develop? What are their areas of common interest? How do the networks establish and develop? How are the organised and to what degree are they able to adapt to changing circumstances? These are just some of the critical issues that this session will examine.
5	<b>Legitimisation of Organised Crime Operations</b>	The very nature of organised crime has changed in recent decades. No longer just a backroom operation, organised crime now infiltrates and supports legitimate business operations. This session will examine what and how organised crime is developing a facade of legitimacy.
6	<b>Relationship between Organised Crime and Terrorism</b>	Terrorism requires more than an ideal to move from the philosophical to the physical. Funding is a critical component of terrorist operations and the synergy between the cash rich environment of organised crime and access to people with a common ideal of terrorist organisations presents significant challenges for response agencies.
7	<b>Macro Impacts of Organised Crime</b>	As organised crime groups grow and mature their impact changes. In the early stages the development of the OCG is most often based on physical harm and threat but as it matures into a more permanent structure the issues become more attuned to economic based threats. This in turn impacts on public resources that are allocated to address the issues and the community in terms of curtailing freedoms and liberty as tighter legislative controls are implemented. This session will look at the macro level impacts on states and nations of the existence of organised crime.
8	<b>Micro Impacts of Organised Crime</b>	The existence of organised crime influences community behaviour and attitude at the micro level. Social behaviours, personal security measures, privacy impacts and individual costs are examples of some of the impacts that are felt in a localised setting. This session will examine some of the consistent micro level impacts communities are confronted with both directly and indirectly as a result of the intrusion of organised crime.
9	<b>Industry Responses to Organised Crime</b>	This session will examine a range of law enforcement industry specific responses to organised crime. The very structure of the law enforcement industry has changed primarily as a result of the growing threat and reach of organised crime in communities. Police Forces have been joined by a variety of government and semi-government agencies with a charter of reducing and eradicating organised crime. This session will look at a number of them, including an analysis of how they work together.
10	<b>Government Responses to Organised Crime</b>	National and State governments have a critical responsibility in establishing the appropriate regulatory and policy frameworks to support the activities of law enforcement bodies in reducing and eradicating organised crime. This session will examine and analyse the activities of a range of governments in creating supportive environments. It will also look at the international responses to organised crime which is so important in meeting transnational threats.

11	<b>Socio-economic Drivers of Organised Crime</b>	The economic standing and resilience of a country plays a significant role in the capacity of it to resist the incursion of organised crime groups. Additionally the relative wealth, health and capacity of the population to prosper plays a significant role. The social organisation of the community also acts as a conduit for organised crime networks as individuals and groups with a common set of beliefs and values work cooperatively to establish organised crime operations and distribution networks. This session will look at some of the socio-economic drivers that exist in some states/nations.
12	<b>Role of Technology in Organised Crime</b>	Technology is seen as a major facilitator of many forms of organised crime. Fraud scams, pyramid schemes, money/asset laundering are just some of the activities that rely on technology to function effectively, but technology also impacts on existing markets and activities through coordinating organised crime operations and even through the manufacture of equipment that can be used in the business of organised crime. This session will look at some of these issues.
13	<b>Emerging Organised Crime Markets</b>	Organised Crime has among other things, the qualities of resilience and adaptability. Those who engage in these activities are constantly looking for new opportunities to exploit as well as means to remain relevant, despite the constant attention of law enforcement and government. In this final session we will look at a range of emerging organised crime markets and consider what and how authorities could address them before they become major issues.

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy [http://mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

**New Assessment Policy in effect from Session 2 2016** [http://mq.edu.au/policy/docs/assessment/policy\\_2016.html](http://mq.edu.au/policy/docs/assessment/policy_2016.html). For more information visit [http://students.mq.edu.au/events/2016/07/19/new\\_assessment\\_policy\\_in\\_place\\_from\\_session\\_2/](http://students.mq.edu.au/events/2016/07/19/new_assessment_policy_in_place_from_session_2/)

Assessment Policy prior to Session 2 2016 <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy prior to Session 2 2016 <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Complaint Management Procedure for Students and Members of the Public [http://www.mq.edu.au/policy/docs/complaint\\_management/procedure.html](http://www.mq.edu.au/policy/docs/complaint_management/procedure.html)

Disruption to Studies Policy [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html) *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student\\_conduct/](https://students.mq.edu.au/support/student_conduct/)

## Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your



student email address and will be made available in [eStudent](#). For more information visit [ask.mq.edu.au](#).

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

### Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

### Learning outcomes

- Examine and explore critical texts, concepts and theories relating to the investigation of organised crime.
- Examine the socio-economic factors that drive the development of organised crime

- Examine the linkage between organised crime and terrorism
- Investigate the emerging markets for organised crime including the role of technology in its facilitation

### **Assessment tasks**

- Research Exercise
- Analytical Exercise
- Discussion paper

## **PG - Discipline Knowledge and Skills**

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

### **Learning outcomes**

- Evaluate the markets, networks and key drivers of organised crime on a regional and international basis
- Examine and explore critical texts, concepts and theories relating to the investigation of organised crime.
- Examine the socio-economic factors that drive the development of organised crime
- Investigate the macro and micro level impacts of organised crime on society
- Examine the linkage between organised crime and terrorism
- Investigate the emerging markets for organised crime including the role of technology in its facilitation

### **Assessment tasks**

- Research Exercise
- Analytical Exercise
- Discussion paper

## **PG - Critical, Analytical and Integrative Thinking**

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

## Learning outcomes

- Evaluate the markets, networks and key drivers of organised crime on a regional and international basis
- Examine and explore critical texts, concepts and theories relating to the investigation of organised crime.
- Examine the socio-economic factors that drive the development of organised crime
- Investigate the macro and micro level impacts of organised crime on society
- Examine the linkage between organised crime and terrorism
- Investigate the emerging markets for organised crime including the role of technology in its facilitation

## Assessment tasks

- Analytical Exercise
- Discussion paper

## PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

## Learning outcomes

- Examine and explore critical texts, concepts and theories relating to the investigation of organised crime.
- Examine the socio-economic factors that drive the development of organised crime
- Investigate the macro and micro level impacts of organised crime on society
- Examine the linkage between organised crime and terrorism
- Investigate the emerging markets for organised crime including the role of technology in its facilitation

## Assessment tasks

- Research Exercise
- Analytical Exercise
- Discussion paper

## PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different

social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

### **Learning outcomes**

- Examine and explore critical texts, concepts and theories relating to the investigation of organised crime.
- Investigate the macro and micro level impacts of organised crime on society
- Examine the linkage between organised crime and terrorism

### **Assessment tasks**

- Research Exercise
- Analytical Exercise
- Discussion paper

## **PG - Engaged and Responsible, Active and Ethical Citizens**

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

### **Learning outcomes**

- Examine and explore critical texts, concepts and theories relating to the investigation of organised crime.
- Examine the socio-economic factors that drive the development of organised crime
- Examine the linkage between organised crime and terrorism
- Investigate the emerging markets for organised crime including the role of technology in its facilitation

### **Assessment task**

- Discussion paper

## **Changes since First Published**

<b>Date</b>	<b>Description</b>
27/05/2016	delivery and resources updated

Date	Description
11/01/2016	For approval by HoD.