

Module-based curriculum for the Master of Police Services degree 2026–2028

Modules and study units



The Board of the Police University College has approved the modules and study units of the Master of Police Services programme on 11 December 2024 (POL-2025-3969).

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Module 1

Orientation to leadership studies (2.5 credits)

Learning outcomes

Professional competences

The students will

- be familiar with the objectives of the degree and the study and learning environment
- understand the principles of good leadership and their role as a supervisor
- recognise their strengths and development areas as a supervisor and be able to create a personal leadership growth plan
- recognise the differences between acting as a doer and a supervisor and initiate their professional transition from a doer to a supervisor
- recognise the key principles of strategic thinking and leadership, managing finances and operations, and intelligence-led policing
- know how to utilise strategic thinking as part of their learning and development as a supervisor
- know how to describe the general framework for intelligence-led approach.

General competences

The students will

- be able to assess and develop their personal expertise in diverse and goal-oriented ways
- be able to take responsibility for their own and the community's goal-oriented learning management.

Contents

- The objectives of the degree, study and learning environments
- Good leadership, the roles of a leader and leadership competences
- Growing as a supervisor and creating a personal development plan
- From a doer to a supervisor
- Strategic thinking
- Concepts of and systemic perspective on intelligence-led policing
- Legal justification of a decision

Required work: learning assignment.

Assessment scale: pass/fail.

Prerequisite courses: none.

Legal basis for leadership in policing (7 credits)

The study unit is located in modules 1 (4.5 credits) and 2 (2.5 credits).

Learning outcomes

Professional competences

The students will

- know how to justify the importance of national and international legal information in the leadership of policing
- know how to apply national and international legal information as a basis for decisions related to leadership functions
- know how to apply fundamental and human rights and the key legal principles of good governance in specialist and leadership activities in different areas of operation
- know how to define the regulation applicable to the specialist and leadership activities of the police
- know how to apply the provisions of public servant legislation in leadership activities
- know how to apply civil law matters at the interface of police activities
- know how to apply openness of government activities legislation in police leadership activities
- know how to define data protection and personal data legislation requirements and apply them in leadership activities
- be able to describe the significance of legality control in police leadership from a legal perspective in different areas of operation.

General competences

The students will

- know how to promote the realisation of the principles and values of professional ethics
- know how to make decisions taking into consideration the perspectives of the individual, the community and society by weighing the realisation of rights in a manner that promotes fundamental and human rights and takes the principles of good governance into account
- know how to analyse and assess interdependencies between multidisciplinary and complex problems, different dimensions of solutions and their impacts on the individual, the community and society
- be able to communicate internationally and develop activities in their own field.

Contents

- National and international legal regulation as the basis for decisions and proposals in police leadership in different areas of operation
- Fundamental and human rights in police leadership
- Leading the investigation of crimes from the perspective of the essential elements and general doctrine
- Different areas of police investigation from the perspective of leadership
- Legal basis of the administrative procedure and processing of an administrative case
- Life cycle of office, the rights, obligations and legal protection of a public servant
- Civil law matters relevant to police work in leadership and decision-making
- Openness of government activities legislation in police activities, procedure concerning requests for information
- Data protection and processing of personal data in different areas of operation of the police

- Legality control as legal regulation in leadership activities.

Required work: learning assignments, exams.

Assessment scale: 0–5.

Prerequisite courses: none.

HR management and occupational health and safety (7 credits)

Learning outcomes

Professional competences

The students will

- know how to describe the key areas and theories of HR management and the principles of strategic HR management
- be able to analyse key indicators of the status of personnel
- know how to maintain good leadership and good team spirit and the personnel's motivation and well-being using a mentoring leadership style
- be familiar with the recruitment process and job orientation methods
- understand the significance of work ability management, occupational safety and well-being at work
- know how to carry out an assessment of risks related to well-being at work and be familiar with methods for assessing workload
- recognise the importance of competence management as a competitive factor of the organisation, and to assess the existing competence
- be familiar with the instructions and regulations applicable to police administration personnel and know how to represent the employer in challenging situations related to HR management
- be able to systematically develop HR management, well-being at work and competence.

General competences

The students will

- be able to assess and develop their personal expertise in diverse and goal-oriented ways
- be able to apply the professional ethical principles of the field as a specialist and developer of work
- be able to develop the functioning of the work community and well-being at work
- know how to promote diversity and accessibility
- know how to develop operating methods that take multiculturalism into account in their work community
- be able to promote the resilience of the work community.

Contents

- Strategic HR management and the theories and practices of HR management
- Mentoring leadership style and other modern leadership models

- Recruiting and the recruitment process
- Strategic management of well-being at work, occupational safety and occupational safety and health in the police
- Competence management
- Supervisor as the employer's representative
- Instructions and regulations concerning police personnel and acting in challenging HR management situations
- Development of the work community and personnel

Required work: learning assignments, exam.

Assessment scale: 0–5.

Prerequisite courses: none.

Thesis (30 credits)

The study unit is located in modules 1 (1 credit), 2 (3 credits), 3 (4 credits), 4 (4 credits), 5 (5 credits), 6 (1 credit), 7 (9 credits) and 8 (3 credits).

Learning outcomes

Professional competences

The students will

- understand the significance of research ethics and apply it to research and development work in the police services
- know how to apply research and development methods in the leadership and specialist work of the police
- know how to innovate and lead small-scale research, development and innovation projects, and evaluate them

General competences

The students will

- be able to assess and develop their personal expertise in diverse and goal-oriented ways
- know how to acquire, critically assess and produce information, taking the perspectives of different fields into account
- know how to apply the principles of research integrity and promote their application
- know how to produce new knowledge and update procedures, utilising knowledge and competence in different fields
- be able to manage research, development and innovation projects and be proficient in research and development methods.

Contents

- Requirements and evaluation criteria of theses of different forms
- Planning and process of the thesis
- Seminar work and peer evaluation

Required work: exam, learning assignments.

Assessment scale: 0–5.

Prerequisite courses: none.

Module 2

Public management – Strategy work (2 credits)

Learning outcomes

Professional competences

The students will

- be familiar with the key principles of strategic thinking and public management
- understand the significance of public servants' ethics and values in police leadership
- know how to assess and promote the implementation of the police strategy and values.

General competences

The students will

- know how to make decisions taking into consideration individual, communal and societal perspectives
- be able to develop customer-focused, sustainable and cost-effective operations
- be able to manage socially influential activity based on ethical values.

Contents

- Central government as a context for leadership
- Values and public servants' ethics
- Value development and values of the police
- Strategic framework of the police
- Basics of annual planning

Required work: learning assignments.

Assessment scale: 0–5.

Prerequisite courses: study unit “HR management and occupational health and safety”.

Intelligence-led policing as a leadership tool (1.5 credits)

Learning outcomes

Professional competences

The students will

- know how to assess changes in society in an intelligence-led manner and anticipate their effects.
- understand the importance of an intelligence-led approach in the operative leadership of police activities
- know how to develop police work using theoretical and practical methods.

General competences

The students will

- know how to acquire, critically assess and produce information from the perspectives of different fields
- know how to apply sustainable development knowledge and visions of the future comprehensively as the basis for sustainable solutions
- know how to anticipate the impacts and opportunities of global development and phenomena.

Contents

- Models of police operations
- Creating a situational picture of the police unit at the strategic and tactical level
- Structured way of thinking
- Analysis process
- Intelligence-led policing – personal data legislation

Required work: learning assignments.

Assessment scale: 0–5.

Prerequisite courses: study unit “Orientation to leadership studies”.

Development of operations (3 credits)

Learning outcomes

Professional competences

The students will

- know how to apply the theories of change management in their own organisation
- be able to analyse the needs for developing and changing the operations of organisations from various perspectives
- be able to explain the significance of quality in the activities of organisations and recognise the basics of quality systems and awards
- be familiar with the principles of process management as well as the methods for modelling and managing processes and developing processes
- be familiar with quality tools and development methods and be able to use them in practical development

- be familiar with the principles of project management, be able to apply project management methods in management and operational development, and know how to create a project plan
- be familiar with the opportunities offered by project activities and international cooperation networks.

General competences

The students will

- be able to develop and manage goal-oriented continuous learning in the community
- know how to carry out research, development and innovation projects and apply different research and development methods
- know how to develop new customer-oriented, sustainable and economically viable solutions while anticipating the future.

Contents

- Change management
- Assessment of the organisation's operations and identification of development needs
- Quality and quality management
- Introduction to quality systems and quality awards
- Process management and development
- Quality tools and development methods
- Project management

Required work: learning assignments.

Assessment scale: 0–5.

Prerequisite courses: study unit "Orientation to leadership studies".

Introduction to leading an investigation (5 credits)

The study unit is located in modules 2 (3 credits) and 3 (2 credits).

Learning outcomes

Professional competences

The students will

- know how to describe the crime prevention management system and its key roles
- recognise the procedures required for a fair trial in leading an investigation
- recognise the significance of pre-trial investigation cooperation with the prosecutor and other partners
- know how to apply the provisions on parties and representation as well as the realisation of the rights of the interested parties when leading an investigation
- know how to apply provisions on evidence, civil claims and forfeiture when leading an investigation
- recognise the significance of legal justifications in pre-trial investigation decisions.

General competences

The students will

- be able to assess and develop their personal expertise in diverse and goal-oriented ways
- know how to promote the realisation of the principles and values of professional ethics
- recognise new customer-oriented, sustainable and economically viable operating methods
- know how to anticipate the impacts and opportunities of global development and phenomena.

Contents

- Operational management system for criminal investigations
- Right to a fair trial in the criminal procedure
- Pre-trial investigation cooperation in the criminal procedure
- Interested parties and representation and exercising the right to speak
- Right to give evidence
- Rights of interested parties and vulnerable persons
- Risk assessment and restraining order
- Forfeiture sanctions
- Civil claims

Required work: learning assignments, exams.

Assessment scale: 0–5.

Prerequisite courses: none.

Module 3

Leading an investigation (6 credits)

The study unit is located in modules 3 (3 credits) and 4 (3 credits).

Learning outcomes

Professional competences

The students will

- know how to act as the head of investigation and operative head of criminal investigation
- know how to act in the role of the head of investigation in pre-trial investigation cooperation
- know how to apply the pre-trial procedure and prepare justified decisions and proposals
- know how to lead a tactical and forensic pre-trial investigation
- know how to apply openness of government activities legislation in investigations
- know how to apply the legislation, instructions and principles related to providing information as the head of investigation.

General competences

The students will

- promote the realisation of the principles and values of professional ethics in the role of the head of investigation
- make decisions taking into consideration individual, communal and societal perspectives
- be able to manage the search for, introduction and establishment of sustainable solutions and operating models in their work community
- utilise the opportunities offered by technology and digitalisation in development and management.

Contents

- Legality control in the management of pre-trial investigations
- Pre-trial investigation cooperation
- Pre-trial procedure, preliminary investigation, pre-trial investigation decisions and proposals for restrictive measures
- Accessibility of the pre-trial investigation material
- Providing information on individual criminal cases and phenomena
- Leading a tactical and forensic investigation
- Utilising technology that supports management in the management of pre-trial investigations

Required work: learning assignments, exams.

Assessment scale: 0–5.

Prerequisite courses: study unit “Introduction to leading an investigation”.

Leading operative police field work (6 credits)

Learning outcomes

Professional competences

The students will

- know how to apply administrative police powers in surveillance and emergency operations taking into consideration the general principles of police activities
- know how to take into account the perspectives related to the surveillance of foreigners as part of the management of operative police field work
- understand the importance of justified administrative decisions in police licence administration
- understand the role of public order and security commanders in police operations
- know how to command daily public order and security operations as an officer in overall charge in cooperation with other sectors and authorities
- know how to manage traffic safety work and safety cooperation in the area
- know how to use preventive police action procedures when managing public order and security operations.

General competences

The students will

- know how to develop and lead a multiprofessional work community
- be able to develop and manage goal-oriented continuous learning in the community
- know how to produce new information and update operating methods.

Contents

- Police Act – powers
- Licence supervision
- Surveillance of foreigners
- Executive assistance
- Traffic safety management – traffic sanctions system
- Animal protection control – emergency measures
- Leading operative field work
- Independent information gathering and problem-solving skills
- Managing public order and security operations in daily operations
- Police command and situation centres
- Holding persons deprived of their liberty
- Key cooperation authorities

Required work: exam, learning assignment.

Assessment scale: 0–5.

Prerequisite courses: none.

Module 4

Leading information gathering and coercive measures (6 credits)

The study unit is located in modules 4 (2 credits) and 5 (4 credits).

Learning outcomes

Professional competences

The students will

- know how to apply legislation related to the right of the police to access information and the use of secret information gathering and coercive measures in different leadership roles during investigation
- know how to create decisions and present justified legal claims to the court in different leadership roles during investigation
- know how to utilise leadership technology in information gathering and when using coercive measures

General competences

The students will

- know how to promote the realisation of the principles and values of professional ethics
- know how to utilise the opportunities offered by technology and digitalisation in development and management
- be able to analyse the current situation and anticipate the future of their field and changes in the operational environment
- know how to anticipate the impacts and opportunities of global development and phenomena.

Contents

- Right to access information
- Secret information gathering measures
- Coercive measures and secret coercive measures
- Utilising technology that supports leadership
- Tactical leadership of information gathering and coercive measures as an officer in overall charge, operative head of criminal investigation, head of intelligence and main head of investigation
- Openness of government activities legislation related to information gathering and coercive measures

Required work: learning assignments, exams, demonstrations of competence.

Assessment scale: 0–5.

Prerequisite courses: study units “Introduction to leading an investigation”, “Leading an investigation”, “Leading operative police field work”.

General and situational leadership (4 credits)

Learning outcomes

Professional competences

The students will

- know how to work as a commander in accordance with the management system of operative police field work
- know how to apply the general principles related to operational and tactical situations in the field in practice and be familiar with police tactics and the relevant terminology
- know how to plan and lead police activities and cooperation between authorities in different operational situations
- know how to utilise technology that supports the management of operative field work in leadership tasks and assess the relevant skill development needs in their unit
- know how to identify different operative situations and the different leadership roles required by them

General competences

The students will

- know how to produce new information and update operating methods

- know how to analyse the current situation and anticipate the impact of changes in the operational environment on leading daily police operations
- be able to lead socially effective police activities, adhering to ethical values.

Contents

- Daily leadership measures of an officer in overall charge
- Situational leadership –ways of thinking – responsibilities related to performance
- Operational communications – tactical use
- Operational information provision
- Monitoring police tasks – Emergency Response Centre Administration
- From a situation picture to situation awareness
- Performances used in police activities
- Plans – instructions – regulations
- Executive work
- Public events – demonstrations – spectator violence (NFIP)
- Search tasks

Required work: exam, learning assignment.

Assessment scale: 0–5.

Prerequisite courses: study unit “Leading operative police field work”.

Module 5

Performance guidance and resource management (3 credits)

Learning outcomes

Professional competences

The students will

- understand the principles of financial and operational management in the context of public administration
- know how to develop and manage the work community’s activities in cooperation with the personnel
- understand the importance of annual planning in operational planning and resource management.

General competences

The students will

- be able to assess and develop their personal expertise in diverse and goal-oriented ways from the viewpoint of performance guidance
- know how to make decisions taking into consideration individual, communal and societal perspectives

- being able to manage socially influential activity based on ethical values
- know how to develop new customer-oriented, sustainable and economically viable solutions while anticipating the future.

Contents

- Overview of central government financial administration
- Operational and financial planning
- Performance guidance structure in the police and reporting
- Annual planning within the strategy framework
- Concrete performance targets – strategy map
- Impact assessment of activities
- Public procurement

Required work: learning assignments.

Assessment scale: 0–5.

Prerequisite courses: study unit “Public management – Strategy work”.

Leading a demanding police operation situation (4.5 credits)

The study unit is located in modules 5 (3 credits) and 6 (1.5 credits).

Learning outcomes

Professional competences

The students will

- recognise the impact of demanding situations on their decision-making ability
- recognise the measures required in the situation
- know how to utilise the performance of the police organisation in the planning and realisation of demanding police operation situations
- know how to make decisions on adopting backup and emergency plans and how to prepare the required instructions on use of force
- be familiar with the law enforcement tools and protective equipment used by the police
- understand their responsibility for the flow of information and internal and external communications related to the situation.

General competences

The students will

- be able to assess and develop their personal expertise in diverse and goal-oriented ways
- know how to develop and manage the work community’s communication and interaction culture
- know how to make decisions taking into consideration individual, communal and societal perspectives.

Contents

- Preparing for demanding situations
- Leading a demanding and exceptional police situation – problematics of decision-making
- Intelligence – surveillance – tactics – occupational safety in demanding police situations
- Legal aspects of the use of force from the viewpoint of leadership
- Weapon and cartridge selection and decision-making
- Law enforcement tools and protective equipment
- Leading air operations in the police
- Following an escaping person
- Follow-up measures

Required work: exam, learning assignments.

Assessment scale: 0–5.

Prerequisite courses: study unit “Leading operative police field work”, “General and situational leadership”.

Module 6

Orientation to practical training (2.5 credits)

Learning outcomes

Professional competences

The students will

- know how to comprehensively apply what they have learnt about leadership and specialist tasks
- know how to apply the relevant legislation, instructions and tactical operating models to these tasks as an officer in overall charge, head of investigation and operative head of criminal investigation, and justify their decisions legally
- understand the interfaces between operative policing issues, the links between them and the legal basis in their leadership activities
- understand the importance of an intelligence-led approach as a tool guiding all police activities
- understand the importance of legislation and instructions related to HR management when leading operative police work.

General competences

The students will

- make use of the opportunities offered by technology and digitalisation in leadership and specialist tasks in the police
- be able to promote ethically sustainable activities in different operational environments
- develop and manage the overall well-being of the work community.

Contents

- Values and strategic framework of the police in practice
- Utilising an intelligence-led approach in decision-making guiding police activities as a whole
- Leadership of operational policing activities and decision-making
- Significance of HR management for commanders

Required work: learning assignments, demonstrations of competence.

Assessment scale: pass/fail.

Prerequisite courses: modules 1–5.

Practical training (10 credits)

Learning outcomes

Professional competences

The students will

- know how to act in different leadership and specialist roles in the police and understand the significance of the tasks for the organisation's activities
- know how to work productively in a leadership and specialist role in accordance with the organisation's practices and ethical principles
- know how to act in interaction situations and cooperation networks of the work community
- know how to manage the activities and occupational safety of the work community and promote well-being at work and competence.

General competences

The students will

- make decisions taking into consideration individual, communal and societal perspectives
- be able to assess and develop their personal expertise in diverse and goal-oriented ways at different stages of their career and life
- promote the realisation of the principles and values of professional ethics.

Contents

- Leader and specialist identity and how to develop it
- Evaluation of the development of your leadership competence and capabilities

Required work: learning assignments.

Assessment scale: pass/fail.

Prerequisite courses: modules 1–5 and study unit "Orientation to practical training".

Modules 7–8

Organisational security, standby planning and preparedness (2.5 credits)

Learning outcomes

Professional competences

The students will

- understand the significance of organisational security and risk management for the internal security of the police
- be familiar with the police's operational preparedness level system
- know how to manage crises and develop the unit's crisis preparedness
- understand the importance of comprehensive security as a cooperation model for preparedness
- know how to ensure that police duties are carried out as undisturbed as possible and any other necessary exceptional measures in the case of a disruption (in normal condition) and emergency conditions
- understand the preparedness for disruptions or crisis communications are an integral part of other preparedness planning.

General competences

The students will

- know how to analyse and assess the dependencies of multidisciplinary, complex problems and also take into consideration their impacts in the field of police operations
- know how to analyse the current situation and anticipate changes in the operational environment related to the development and management of organisational security in the police
- know how to develop and lead multiprofessional work communities.

Contents

- Organisational security
- Risk management
- Standby planning and preparedness – preparedness level system
- Vulnerability of critical infrastructure and authorities' ability to function

Required work: exam, learning assignment.

Assessment scale: 0–5.

Prerequisite courses: none.

Special functions of an intelligence-led approach (4.5 credits)

The study unit is located in modules 7 (1.5 credits) and 8 (3 credits).

Learning outcomes

Professional competences

The students will

- know how to critically assess changes in society and anticipate their effects using intelligence-led tools
- know how to utilise the key principles and operating models of intelligence-led policing as tools for strategic management, finances and operational leadership
- know how to innovate and lead projects and assess their impact in an intelligence-led manner.

General competences

The students will

- make decisions taking into consideration individual, communal and societal perspectives in a changing operational environment, using intelligence-led operating models
- know how to apply sustainable development knowledge and visions of the future comprehensively as the basis for sustainable solutions
- be able to analyse the current situation and anticipate the future of their field as well as changes in the operational environment
- know how to anticipate the impacts and opportunities of global development and phenomena in police activities.

Contents

- Strategically and financially led intelligence-led police unit
- Creating an action plan and implementing performance targets
- Knowledge management as a tool for the future
- Criminal intelligence and analysis activities
- Knowledge-based quality, process and structures

Required work: learning assignments.

Assessment scale: 0–5.

Prerequisite courses: study unit “Intelligence-led policing as a leadership tool”.

Leading a serious crime investigation (4 credits)

The study unit is located in modules 7 (2 credits) and 8 (2 credits).

Learning outcomes

Professional competences

The students will

- know how to define the special features of project investigation and criminal intelligence

- identify special issues related to criminal intelligence, pre-trial investigation and cooperation between authorities included in the prevention of serious and professional crime
- know how to apply legislation and instructions related to preventing, detecting and investigating serious and professional crime
- know how to utilise the special expertise of different police units and stakeholders and international cooperation networks in preventing serious and professional crime
- know how to lead extensive and demanding pre-trial investigations.

General competences

The students will

- be able to assess and develop their personal expertise in diverse and goal-oriented ways in demanding specialist and leadership tasks
- know how to utilise the opportunities offered by technology and digitalisation in development and management
- know how to develop and lead multidisciplinary teams and work communities
- be able to interact internationally, communicate and develop operations in demanding specialist and leadership tasks in the police
- know how to anticipate the impacts and opportunities of global development and phenomena.

Contents

- Project investigation leadership
- Criminal intelligence and leading a criminal intelligence project
- Subject-selection procedure
- Cooperation between authorities in crime prevention
- International cooperation and judicial and executive assistance in crime prevention
- Current phenomena of serious and professional crime.

Required work: learning assignments, exams.

Assessment scale: 0–5.

Prerequisite courses: study units “Introduction to leading an investigation”, “Leading an investigation”, “Leading information gathering and coercive measures”.

Elective studies (9 credits)

The total number of elective studies included in the degree is 9 credits, in module 4 (2 credits) and in module 8 (7 credits). The number, scope and content of elective courses may vary from year to year. Elective studies (9 credits) consist of several study units with different content.

Learning outcomes

Professional competences

- To be specified separately for each study unit.

General competences

- To be specified separately for each study unit.

Contents

- To be specified separately for each study unit.

Required work: To be specified separately for each study unit.

Assessment scale: To be specified separately for each study unit.

Prerequisite courses: To be specified separately for each study unit.