

Leadership methods in contemporary police

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Abstract

Leadership skills and experience in leadership have a special significance for every police force at every level of the organization. Legal daily tasks performed every day by the police, the different ways used in the performance of specific legal tasks assigned and, without doubt, the way of the leadership of the police services in the process of taking these measures, affect often the police to be not rare in the focus of criticism. This is done especially by the part of society known as uncooperative with the police. Ensuring good leadership in the police is a must for a civilized society; it is an assurance to protect the freedoms and rights of every individual, the stability and security of society as a whole.

Education and schooling of police leaders is undoubtedly an important component for providing good leadership to the police. The same service for every citizen and social group should characterize the daily work of every police leader. Police undoubtedly belongs to all people and not of any political party. Therefore, each leader must have the imagination for dynamic developments within the police and society in general.

The participation of leaders in various police actions would be an incentive for workers and other commanding staff. Leadership from office is a poison to sound relations in the unit (James, 1960, 261).

A tool that helps the leader in his/her work, especially in the realization of the objectives set by him/herself - is how he/she supervises or controls the results of the police organization.

Keywords: leadership, method, police, contemporary.

Introduction

Contents of tasks that make up the leadership, in the strict sense, would include:

1. Organizing and leading the work, taking initiatives and work orders, making decisions about the refusal of duty, the introduction of new working methods, etc.;
2. Checking the work and its results (evaluation of results);
3. Provision of labor discipline (taking the necessary measures in order to maintain discipline in the desirable level, including the imposition of penalties for violation of discipline.);
4. Ensuring a satisfactory working atmosphere and interpersonal relations (achieving a work atmosphere, which affects the support of workers and their attitude towards work, neutralization of confusion between workers etc.);
5. Decisions related to staff (staffing, clothing and assignment to jobs, the adoption of decisions related to salaries, allowances, leave and absenteeism and other rights of workers, such as providing assistance with the aim of developing job skills, solution of their specific problems, etc.);
6. Decisions related to financial assets, transfer of necessary technical assets, etc.);
7. Ensuring the functioning of the system of internal communication;

8. Representing the organization in relation to the environment (representing the organization, knowing the results of the work and its problems, maintaining contact with certain bodies and the public, etc.);

9. Be responsible for the operation of the organization before the public and legal bodies and act according to their requirements;

10. Solving important problems and deciding on other things (Milosavljevič, 1997, 454).

Police leadership should determine in advance the objectives, namely to have the plan and its implementation phases.

While setting the targets, the leader must be real and ask co-workers what they really can do, keeping in mind always their skills, technical means and time to work. By supporting co-workers and recognizing their skills to work, police leaders will be able to ensure respect and implementation of orders by the co-workers.

To succeed in his work, the leader should consult with colleagues and co-workers. During his work, the leader should not lead without consulting the others; he should use his and his co-workers time well, always relying on joint responsibility (Wettschereck 1987, 304).

Actions and behavior of the police leadership, which can negatively affect duties not to be successfully implemented, would be:

1. loss of valuable time during meetings;

2. improvisation when making decisions;

3. failure to inform;

4. manifestation of personal emotions;

5. insulting of workers;

6. anger;

7. manipulation of workers;

8. ignoring the effective work of the workers;

9. threats of disciplinary measures and unfounded attacks on workers;

10. labeling of skilled workers due to potential competition (Milosavljevič, 1997, 454).

Transparency leadership measures within the permanent communications, with the opportunity to restore connections, is an important element of the cooperative leading system (Wettschereck, 1987, 305).

Some methods of leadership in police

Depending on the behavior and actions of leaders and how they apply their powers, there are several types of methods of leadership in the police, as:

a) Autocratic method ("strong hand" method), is such a manner of leadership which expresses strong authority during the leadership and no kind of dialogue is allowed. Under this method of police leadership, employees are treated mainly as servants, and leaders are independent in the organization of work, perform rigorous control etc. The only circumstances in order for this method to be successful in the police are when there is needed a current efficiency, provided that there are no doubts about organizational leadership skills.

b) Democratic method - characterized by maximum involvement of all employees in

decision-making and performance, always aiming for interpersonal relations. Under this method, the responsibility for carrying out the duties is divided between leaders and employees. As such, this method is better than autocratic, but if the group is not of homogeneous employees, it can hardly be implemented, because in these conditions each member of the group must feel its share of responsibility.

c) Liberal Method (*Laissez-faire* method) means without imposing leadership in terms of planning and supervision; this, in turn, provides greater freedom for employees. Because of the possibility of occurrence of irresponsibility and lack of development, this method is not advisable as leadership to the police. In police practice the most often applied methods are combined methods of autocratic and democratic leadership (Milosavlevič, 1997, 454).

This also depends on its leaders' perceptions of the police, because in certain cases they may think they have one method but actually use another method (according to other employees).

In a study done in Illinois (USA), it was found that 66% of leaders in the police considered themselves as managers who are consulted with the others (consultation), but 45% of the lower ranks felt that the leaders of the police had autocratic style.

This change is very important because there is a common perception of style of managers who can claim that they are using a method of leadership, but their subordinates may have a different perception (Milosavlevič, 1997, 454).

Disbelief as principle of leadership in police

Police totalitarian system was built as a military structure and, as such, functioned on the basis of military regulations (Yzeiri, 2003, 22).

Police character was part of one class and, as such, it served a part of society, while the rest was treated as opposing the regime. Working towards the realization of such goals, the implementation of legality, objectivity and protection of human rights as expressed in the constitution, was partial and limited.

Planning in such a system was mainly done by political institutions, which devise special party programs or distribute newsletters and other materials, which were required to be studied, elaborated and implemented by all state institutions, which included police.

Characteristic of no confidence in the police leadership principle is that police leaders do not seek the opinion of the broad base of employees in the police, but based on a sense of disbelief, take individual decisions. Distrust in principle during the police leadership, undoubtedly precludes a genuine and mutual collaboration within the police organization, to achieve programmatic objectives of the police. In more progressive system of leadership, the cooperative leadership, unlike autocratic one, which monopolizes decision-making powers and gives priority to the strict control to personnel, we have another treatment towards co-workers. So, leadership in cooperation with co-workers is a more reliable form of managing police units and service as a whole. The police have a large number of functions, which are mainly related to "leadership" (Jaeger, 1989, 15).

Police units are organized in a hierarchical manner. The purpose of the police units

should not be managed in such a way as to create as many levels of leadership and thus overwhelmingly the leadership job positions. Qualities of some organizational units have shown that a small number of people in leadership tasks may perform their duties well enough (Jaeger, 1989, 15).

Therefore, in order to see how many leaders are necessary, first of all there should be a job description and duties and detailed description of managerial jobs. Leadership is often not a "Full Time Job" (Jaeger, 1989, 15).

In many leadership positions, not even half of the working hours should be filled with leadership duties in the strict sense of the word.

The first decades of the 20th century were pushing towards the "professionalism" of police officers by at least symbolically removing them from the community they served. Traditional structure of police organizations in this era was introduced in order to control and regulate the relations between the community and police. According to Samuel Walker late 1930s brought traditional police organizations with large bureaucracies, and almost no new idea or technique was present in the police administration from 1920 to mid-1960 (Schafer. 2001, 15).

Supervisors in traditional organizations tended to have a higher internal control by establishing principles and detailed procedures that defined what a police officer should and should not do.

Delegation (transfer) of exactly outlined duties, powers and responsibilities, to co-workers

Although the operation of the police and the component structures in different services is well regulated, regulated by laws and definitions of different rules, yet there is a need to transfer the police work or duties to co-workers. Leaders of various levels in work practice need to transfer many duties and tasks to their alternates or subordinates to perform.

"Delegation is the assignment of authority and formal responsibility for the specific duties and actions to another person to carry them out" (Yzeiri, 2003, 175).

Delegation is necessary in the police because no leader can be able and carry out all works itself as deriving from daily dynamics of crime and public order.

Authority is considered the legitimate right or the power of the transfer, and responsibility means that employees, who have been assigned the delegated-authorized task, will be responsible for completing the task.

Delegation is often applied in the activity of the police, to represent the institution in a meeting or activity, to run prevention services for public order, to communicate and implement the decisions taken by the head of the police, to investigate a criminal event, to design an analysis of a plan, etc.

No supervisor can meet in person and monitor the overall tasks of the unit. He must have a sense of the importance of delegating, but also the knowledge of how this is done effectively. Because the supervisor cannot take all decisions necessary to accomplish the task and cannot be simultaneously with all their employees, employees, to whom the task was delegated, should have the authority to make decisions that will have an effect on the task.

Care should be taken to a proper planning for successful delegation. The supervisor can delegate his/her authority, but cannot delegate the responsibility for the effective duty. Delegation creates advantages because it saves managers time to deal with more important issues, it allows them to take active responsibility of more employees, it promotes and develops more subordination on the job, it helps to make more right and faster decisions on various other problems, etc (Yzeiri, 2003, 175).

Among the negative sides of the delegation, we can mention overcoming the authority and powers of the officer in charge or failure in the duties performed. Police leaders, who want to do everything themselves by centralizing powers to do nothing without their approval, can impede or hamper the delegation. These usually do not trust subordinates, so do not want to instruct and activate others.

Co-workers and subordinates, if they are unsure or unable and do not want the responsibility, or if they fear, if they do not understand the leader, or are overloaded, they want to be rewarded etc., - represent an obstacle for the delegation.

Despite the difficulties that may arise, a good leader of the police must be able to analyze the pros and cons in his behavior to subordinates and techniques to find ways for a more successful delegation. He should not violate the terms of accomplishing duties because there was load, to delegate by over loading a particular employee, delay decisions in competence, take work to do at home since does not have the time etc (Yzeiri, 2003, 176).

Usually, the police leader should delegate common routine tasks (reports, information, forms, etc.); work for which he lacks the proper qualifications (computing, finance, etc.); pursuit of specific problems related to territorial control, crime prevention, investigation of events, collaboration with institutions and organizations outside the police, etc. Managers must have consideration and use well the power to influence the behavior of their co-workers.

But, even here there should be considered models of policing the police of a certain state use and organizational changes as part of the ongoing reform.

Organizational changes needed to implement the various philosophies of police dealing mainly with management issues, internal structures of the organization of the police and the community structures and other state agencies.

Organizational changes, affecting the changes in structures and management styles within the police should be considered.

Since communities have different values, customs and different concerns, police officers assigned to them need to be flexible enough to adapt their approaches to police-public partnership with the specific conditions of the neighborhoods where they work. Because officers on the beat are most familiar with the needs and capacities of the community, they should have the autonomy to act at their own discretion when putting into action the policies of the police (for example, when initiating contacts, when they solve problems or the use of resources). Delegation and decentralization of decision-making and resource management from mid-level managers to "first line" officers is thus made much more important (Bazemore, Gordon & Schiff, 2001, 29).

Decentralization is closely related to the transformation of responsibilities of all police officers, with subordinate ranks becoming more self-managing and supervisors and senior ranks taking a coordinating role, guiding and supporting, encouraging front

line officers to be disciplined but creative in taking the initiative and making sure that they have the necessary resources to solve problems effectively (Bergmans, 2005, 8).

But despite these, another matter should be considered that is considered more influential as individual socialization of employees, the role of organizational culture etc.

Individual socialization features are independent of the internal culture of the organization, from formal and informal training, traditions, norms of the organization, etc. These features of individual socialization are a complex product of a mixture of level of education, race and ethnicity, gender, family traditions, age and life experience.

A. Police and citizens as partners for security and prosperity in the community

Essential precondition of police-public partnerships is that the level of community participation in the strengthening of security and social order and solving problems related to crimes must be increased in the community because the police cannot accomplish this task alone. In order to establish such partnerships, the police need to be involved in the community and strengthen their legitimacy acting with the consent of the community, and improving services to the public.

Thus, it should:

- Be visible and accessible to the public;
- Know and be known by the public;
- Respond to the needs of the community;
- Listen to the concerns of the community;
- Engage and mobilize the community;
- Be accountable for the activities and results of operations.

Key strategies to transform these principles into practice include:

- Creating fixed geographic neighborhood areas with police officers assigned to each zone;
- Use of easily visible and accessible police facilities and employees;
- Reorienting patrol activities to emphasize non-emergency service;
- Involvement of communities;
- Introduction of a proactive approach to problem solving;
- Involvement of all agencies and services (Carty, 2008, 11.).

What does partnership in fact mean?

A partnership brings together institutional capacity and human resources in the form of skills, experience and ideas to tackle common problems that are often beyond the capacity of an organization or group alone, or a cooperative relationship between people or groups who agree to share responsibility for achieving a certain goal.

Partnerships are intended to solve common problems, sharing of resources, cooperation, coordination and coalition building. The relationship between the partners may be temporary (local bodies, including the government, base level, NGOs) or permanent.

Community security model offers an organic model which can be used to identify:

- community safety concept which is suitable for their environment;
- organizations and groups that are part of the concept of Security Association;

- communication and consultation strategy which is sought to coordinate those organizations and groups as a component of Community Safety Forum;
- methods of giving priority to issues of current Community Safety, and, in addition, the Community Safety Model recognizes that each organization or group needs to achieve its goals and objectives by contributing fully in community safety issues.

Any organization or group can communicate, consult, coordinate and put priorities of any organization or group at any time, depending on the current goals or objectives.

The partnership brings together institutional capacity and human resources in the form of skills, experience and ideas to tackle common problems that are often out of a single organization capacity or group who agree to share responsibility for achieving some specific goals. Partnerships are intended to solve common problems, sharing of resources, cooperation, coordination and coalition building. The relationship between the partners may be temporary (local bodies, including the government, base level, NGOs) or permanent.

Benefits of the police, but also citizens and other agencies of the partnership are numerous:

- The ability of communities to convey their concerns to the police and to become partners in finding appropriate solutions to their problems, which may lead to crime prevention, improved security and a stronger perception of safety;
- Strengthening of social bonds and informal social control within communities, which can increase their ability to withstand social problems and pressures that in the future could lead to crime or disorder;
- Improving relations between police and the public, increasing public confidence, which is particularly important for relations between police and minority communities that have experienced conflict in the past;
- Developing joint plans with other agencies to solve problems, which can save resources while addressing social problems;
- Increase public information and moral support for police action;
- Increase the efficiency and effectiveness based on the advantages of solving problems with the help of technology and preventive action;
- Increase the job satisfaction of police officers as a result of positive confrontation with the public;
- Increasing the sense of security and confidence as a result of greater information about potential risk areas and about the real risks;
- A generally improved working climate in police agencies as a result of shared responsibility and increased communication and cooperation between departments and between front line officers and their supervisors; and more opportunities for career development as a result of a wider variety of tasks and additional responsibilities (Carty, 2008, 12).

In addition to partnerships with citizens, which means better police involvement in the community, the police must also ensure respect for and protection of human rights as provided for in many international acts, but also in the Criminal Code of Kosovo.

Criminal Code of Kosovo pays special attention to the protection of human rights as

part of its general as well as its particular section (Rexhep, 2004, 101).

B. The qualities that a “good police officer” should possess

In every police system, and especially in developed countries, there are some conditions to be met by members of the police, so the police are deemed modern, democratic and respected by citizens. Different countries, to achieve a satisfactory improvement of the police system, predict some of the individual characteristics that a member of the police must possess, so s/he is treated as a “good police officer”. Known author, George Pugh, believes the qualities that a “good police officer” should possess are:

1. Good mental health of the police officer;
2. Attentiveness of the police officer;
3. Knowledge of work by the police officer;
4. Good practical exercise of the police officer;
5. Intelligence of the police officer;
6. Responsibility at work and loyalty of the police officer;
7. Appearance of the police officer. (George M. Pugh 1987, no. 1-2, p. 6.)

1. Good mental health of the police officer

Police officers, in addition to physical health, must possess a certain level of intelligence, emotional stability, a common temperament etc. This quality, required by police, as the main goal has that the police system of a country, as a state body in a scope of more specific activities than other state bodies (taking into account the potential danger during work), has in its ranks no aggressive employee nonetheless the handicapped in psychological terms.

Such a view may be justified by the fact that physically disabled police officer is unable to respond to any task that is assigned, and, at the same time, police officer with psychological problems can be very dangerous for the service and the citizens (Milosavlević, 1997, 539).

Numerous studies have shown that “sound mind” of the police officer is often considered as the main quality of his actions (Pugh, 1987, 6).

This can be seen especially in situations requiring rapid and efficient response, and also in a precarious situation when the police officer must show its ability to solve problems. Therefore, in addition to physical skills which were noted to be important, however, very important are psychological abilities, as for any ordinary citizen, as well as for police jobs.

2. Attentiveness of the police officer

Attentiveness of the police officer must be a distinguishing quality of police officer who has to be active all the time as a member of the police service. Despite the daily work schedule, the police officer is in the service of citizens 24 hours a day. Whether

found in uniform or in civilian clothes, the police officer must be attentive to the action it takes, to be under the full control of his consciousness and attention. While performing his duties, the police officer should be careful to respect the human rights and freedoms in all circumstances and for every citizen. Attentiveness of the police officer must be manifested especially in the use of force and means of coercion, by respecting legal provisions, but also the human dignity of citizens. Police officers have the right to use force only when it is necessary for the performance of their duties (Čehok, & Veič, 2000, 119).

In performing their duties, government officials and members of the Ministry are obliged to protect and safeguard people's lives and can undertake only the punitive measures provided by the law and that will hurt the least the citizens and their rights and through which is reached the performance of official.

In terms of prevention of crime, the police attentiveness consists, inter alia, in collecting the necessary information from citizens while on duty regarding the preparation of committing crimes, no matter what police activity they exercise, such as patrol, surveillance, observation, monitoring of suspicious persons etc.

It is crucial for the police to process information accordingly in order to use them as intelligent information and to facilitate trace of the suspects (Latifi, Vesel & Beka, 2013, 164).

Successful prevention shall mean contact of the police by vast number of citizens or inhabitants in certain zones including perpetrators of criminal acts and potential victims (Beka, 2015, 240).

It may be pointed out that members of the police, in performing their duties, must be aware of the actions and the way of their undertaking, by not undertaking measures and actions which affect their honor and prestige or service in general.

3. Knowledge of work by the police officer

In every profession, accomplishments and positive results at work depend, among other things, on the skills and personal qualities of each individual. Police work, for a given society, is important, and at the same time very specific. Based on the specifics of this service, which consist of the right to take legal action that other citizens or bodies do not have (legitimation, deprivation of liberty, detention, search, use of force, use of firearms etc.), it is natural that the police require knowledge in general and entirely of all duties and legal authorizations.

Knowledge of other spheres of social life, by members of the police, would be an important quality to achieve results at work. But to achieve such a thing, the knowledge of the specificity of the police service, the police officer must have a sense of satisfaction in the profession. Education, self-denial, self-initiative, determination, emotional stability, etc., are all factors that affect the knowledge of the work and further professionalize a police officer. Knowledge of work by the police officer implies the ability to take actions necessary and timely, thus fast and right evaluation of the situation of a certain problem and its right solution reflects the fundamental knowledge of the work by the police officer.

4. Good practical exercise of the police officer

Drills of Police Service must be necessary and permanent. The specifics of the police profession, concrete tasks that the police officer must meet often are the elements which make mandatory practical training and different training for police. Practical training of police means, first of all, his police job training and equipping with sufficient knowledge of related areas in which police work. In any police, training purposes for police officers, as well as for newly recruited employees, are considered to be:

- a. Equipping the recruits or police officers with basic knowledge about the nature, ethics and the origin of police work;
- b. Equipping them with sufficient knowledge of the rights and powers and procedures relating to the common tasks;
- c. Equipping them with the knowledge and techniques necessary to perform common tasks;
- d. Developing their mental and physical potential to begin work and further participation in the specialized police services (Milosavljevič, 1997, 550).

In various countries, including the most developed and with rich tradition of police great attention are paid to training and different trainings, whether theoretical or practical. This is achieved by developing concrete plans and anticipated duration of the training.

Theoretical and practical training in different countries of the world is different in duration. E.g. in US initial training - theoretical training lasts 13.5 weeks, while the practical 1 year to 1.5; in Greece it lasts 6-8 months. In France, police training lasts 6-12 months, in Italy it lasts 1 year, etc.

5. Intelligence of the police officer

Intelligence is the personal characteristic of each individual. Intelligence of police officer is an important quality affecting the successful completion of tasks and achieving good results at work. Timely and rights actions to persons who commit crimes against citizens, adequate behavior in conformity with legal provisions, then cooperation with the public and making the right decisions for the solution of various problems - of course, are characteristics of an intelligent police officer. This quality, in different countries, is paid special attention when entering the police. In the US, as a minimum coefficient of intelligence are taken from 110 to 112 points.

6. Responsibility at work and loyalty of the police officer

The police service is a specialized body for the prevention and combating of crime in any society. As a member of such a state body, police officer is responsible for full implementation of the legal obligations at any time and in any place, no matter if in uniform or civilian clothes. The responsibility of the police officer consists in observing the legal provisions regulating the scope of police (Constitution, Law on Police, various regulations on policing) the rights and freedoms in respect of working

hours, the orders of superiors, etc. The responsibility of the police officer has to do with lack of action against acts that may violate social morals, can be harmful to citizens and against the law, such as e.g. gambling, prostitution and drugs. Such actions undermine cooperation with citizens, lose confidence in them, and no doubt this is a loss for the entire service. For such irresponsible actions, the police officer should be disciplined. By exercising various professional activities, the police officer should always take care to preserve the trust, prestige and authority of the service, in order to convince citizens that s/he is faithful and responsive to his/her actions. The loyalty of the police officer has to do with protection of state secrets.

7. Appearance of the police officer

This quality consists in the wearing and keeping regular uniform of a member of the police in maintaining personal hygiene and more professional appearance.

During the exercise of police activity, members of the police service are monitored and actions are followed by many citizens. Therefore, in order for the police officer to look professional, have a desired level of personal hygiene and to be more acceptable to the population, various regulations on the work of the police predict how should the police officer on duty look like, determining the type of uniform and the wearing time, depending on the season of the year. As far as personal hygiene, the Policy and Procedures Manual of the Kosovo Police (KP) in the P-4.10 on 1 Jan. 2000, (as amended on 19 February 2003), provides that hair of every KP police officer - must be clean, must be maintained carefully and must give the police officer a pedant look. There should never be allowed wearing of any kind of braid or long hair. Policemen should keep their hair clean, graceful and their length should not prevent wearing of official cap properly.

Policewomen should wear their hair so that they can perform all the police duties and obligations without hindrance. If the policewoman wears long hair, she needs to keep it tied on the head or in some other similar way.

While the rules on the use of the uniform are conditioned by time of year and time that reigns within a calendar year and the uniforms are for summer and winter. According to the same aforementioned KP Policy and Procedures Manual, the types and method of use by members of the Kosovo police uniforms used in the Kosovo Police are regulated in detail.

Conclusions

The police, as a state body, should have a better organizational structure and exercise general supervision over its members and a good cooperation with citizens in order to accomplish its goals.

Regarding the police leadership we think, characteristic of present day is the difference, so police leaders who will know to predict the future, can achieve advantages in the leading and successful completion of their mission.

Police leadership in cooperation with co-workers, is a more reliable form of police management. Nevertheless, the leaders of the police should have better consideration

and exploit the power to influence the behavior of their co-workers.

Police leadership should examine constantly new forms of cooperation with citizens. Today no police in the world, regardless of the degree of its development, is absolutely satisfied with the level of cooperation with citizens; therefore, given the great importance of this cooperation in the success of the police, the leaders of the police should give importance to development of different plans for improvement of relations with citizens. But, it is not enough to organize and plan the work of the police; it is almost imperative that leaders of every level of the police establish close relations with the staff and motivate them for the accomplishment of tasks.

It is sure that, every success in the police sector depends a lot on how the police leaders use imagination towards their subordinates, how they communicate with them and how they treat them in their everyday life.

To conclude, we think that, within the police there may be leaders of the police, who might always have the fundamental principle of leadership while others, are mainly administrators, commanders, implementers of rules and regulations. The aim should be that the police employees should not only possess the quality to implement the tasks, but also be the leaders and have the confidence of their subordinates.

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