

Security Management

CRIM 3120 -- 031

General Course Information

Instructor: Dr. Christopher Linebarger

Course Chat schedule: Tuesday, 7:00pm – 8:00pm

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Course Description

This course provides an analysis of the management of private and industrial security systems. The private security sector has rapidly expanded in the last several decades such that it now eclipses public law enforcement. Yet, as this vital sector of the economy has grown, it has lagged behind other disciplines like finance and human resources in its attention to management. As such, we will study the development of private security over time. Attention will be paid to the types of security, personnel and personnel selection, training and licensing, and loss prevention. We will also discuss disaster management and contingency planning, workplace violence, as well as the legal aspects of private security. Finally, we will cover issues and topics of global concern for the modern world, including response to terrorism and the provision of security in unstable countries.

As this course is offered online, the professor will not be offering lectures in the traditional format. Rather, the course will be discussion driven. Each week, discussion boards and assignments will elicit critical insight and interactions from each of the students. Students should take care to read and digest all the assigned readings --- they are a core component of the course and must be studied in order to have a successful semester.

Course Objectives

This is a seminar in which students are expected to independently research the topics covered in the course and to form their own opinion. As such, all students are expected to be fully prepared for each week's topic, to have completed all assigned readings, and to actively participate in online discussions.

On completion of the course, students should be able to:

- Describe the security functions associated with security management;
- Explain the role of the security manager in relation to emergency management and continuity of operations;
- Demonstrate understanding of the relationship between risk, threat, vulnerability and loss;
- Understand differences between physical security measures and access control;
- Explain the need to maintain the safety of people and property;
- Appreciate the need for security in an increasingly globalized world;
- Continue to develop writing and presentation skills acquired through your college career.

Course Materials

Required textbook and readings:

There is one basic textbook that is required for this course. Students should purchase this book and read the relevant sections as assigned every week. Additional readings consisting of journal articles and webpages can be found in the Blackboard Learn system. These are listed on the course calendar below.

- Robert J. Fischer, Edward P. Halibozeck, and David C. Walters. 2013. *Introduction to Security*. Ninth Edition. Butterworth-Heinemann Publications. ISBN: 978-0-12-385057-7.

Course Materials “Release” Day

Each "week" of this course typically begins on a Monday (12:00 AM ET), and ends on a Sunday (11:59 PM ET).

The course calendar at the end of this syllabus provides additional details with regards to the course schedule. Your final exam will be assigned during week 14. You can take your final exam at any point during that week. More details to follow.

Interaction Guidelines

During the semester, we will use three methods of communication:

1. Mail / Messages (Please note that this is Blackboard’s mail utility; it is not your regular email. All Mail communications remain within Blackboard).
2. Chat
3. Discussion Board

1 --- Mail (“Mail” on the course menu):

- Use this function to send messages concerning private and / or personal issues
- Please make sure to check your Mail at least once per day
- You can expect a response from the instructor within 24 hours. I will post a course announcement if for some reason I am not able to respond quickly.

Please use the Mail function for all communications related to your participation in the course (requests for assistance, clarifications, and issues with access to course materials, etc.).

2 --- Chat (see “Chat” on the course menu):

Chat is an online meeting tool that allows us to address issues related to the course in real time. The chat will be held each week on Tuesday, 7:00pm – 8:00pm. Please bring your questions and comments.

Participation in chat sessions is entirely voluntary and optional. No grades will be assigned based on participation in chat sessions, but they are recommended as a way to seek answers

related to readings and lecture notes. We can also discuss issues related to current affairs that are relevant to the themes of the course.

Chat should be a stress-free environment where we can discuss our course subject.

To enter chat, please click the Chat link in the course menu on the left side of the screen. And then click on "Join Session."

Each chat session will be archived, and can be accessed by students who are unable to make it to a given session.

Please observe the following chat room etiquette:

- Keep all subject matter related to the course.
- When you are "talking" to someone in particular, please begin your statement with that person's name, followed by a colon. For example, if you want to ask John Smith a question, your statement would something like: "John: what do you think about..."
- Keep all statements appropriate, and free of inappropriate behavior and speech (e.g., swearing). Inappropriate behavior will result in in being banned from future chat sessions.

3 --- Discussion Board (Discussion Board on the course menu):

The discussion board will serve two functions:

- (a) During 10 of the weeks in the semester, I will post an open question or statement that is related to that week's course materials in a specific "Discussion Questions" forum. Each student will post a 250 word **Answer** to each of these questions/statements. These **Answers** are to be based on a critical understanding of the readings. Answers can be written by going to the Discussion Questions form and selecting "Create Thread."

Students are also required to write a 250 word **Response** to one other student. This will facilitate an active discussion between all students, and serve as an exercise in critical thinking.

To ensure that sufficient time exists for students to respond to one another, the following policies are adopted:

Answers: to the Professor's questions must be complete by the end of the day (11:59pm) on Thursday.

Responses: to fellow students are due by the end of the (11:59) on Sunday.

The professor will provide a summary discussion board posting during the following week.

- (b) The discussion board will also be a platform for posting questions that you assume other students can answer, and not just your instructor. For example, asking if someone is familiar with a particular news item, article, or experience that you think will benefit all students. These posts should be posted in the weekly “Questions/Sharing forum.”

Netiquette Guidelines

The term “Netiquette” is short for “Network Etiquette.”

Please exercise proper behavior during all online interactions. Make an effort to be polite, considerate, and responsive. Please be professional and sensitive to other people’s ideas, thoughts, and work. Constructive feedback of fellow student’s work is encouraged, so long as it is respectful and civil.

Remember that in an online environment it is very difficult to convey meaning, tone, and emotion. Feel free to use emoticons. Please do not write in all caps, as this is the online equivalent of shouting and it is difficult to read.

Assignment Guidelines

There are four major components to the class (with point values):

1. Discussion board (40 points total);
2. Two essays (50 points each; 100 points total);
3. One security survey (20 points);
4. One exam (40 points).

There are 200 points in total.

Note: No documents should be sent to the instructor using Mail or external e-mail. All submitted documents should be handed in following the specific instructions given with the Blackboard tool set up by the instructor.

1 --- Discussion Board (40 points total)

During 10 weeks of the semester’s 14 weeks, I will provide an open question that is related to that week’s topics in the discussion board. Each student will need to post an **Answer** to these questions by 11:59 on Thursday of each week. A complete **Answer** will contain a clear and coherent idea that is supported by evidence. By 11:59 on Sunday, each student will then need to post **Response** to one of the other students. These **Responses** are to be constructive and coherent --- **Responses** that are rude and destructive will not receive any points.

In general, **Answers** and **Responses** should be around 250 words in length (approximately the length of a single half page paragraph). Discussion Board posts that are simply "I agree" or "I disagree" are not sufficient.

Each week's discussion board is worth 4 points. A complete **Answer** will be awarded 2 points. Each complete **Response** will be worth 2 points.

2 --- Two Essays (50 points each; 100 points total)

All students are to submit **two 2,000 word essays due on the dates specified on the calendar below** (to make sure your essay respects the word-count, use the "review" tab in Microsoft Office and click on "word count," make sure to un-tick "Include, textboxes, footnotes..."). A word count should appear at the end of your essay.

Please ensure that you keep to within +/-10% of the specified word limits. Essays that do not keep to within these limits will be penalized.

Each essay will respond to one of the following questions (choose **one**). Your second essay will answer a different question from the first:

1. Select a recent case in which public and private security services had to cooperate. Describe the case and the nature of the cooperation. Was the outcome of the cooperation successful or not? What caused this outcome, and what lessons can the case provide for the future?
2. Imagine that you are the director of security services at a medium-size company. What policy recommendations would you propose to upper management concerning the use of the company's networked computers? What are some potential vulnerabilities that management should be aware of, and what are some solutions?
3. Select a corporation that operates on a global scale, with significant needs in security, and imagine that you have been asked to create a security department for the company. Describe how you would build a functioning security department. Would you use proprietary, contract, or hybrid security? How would you create a hiring and training program and attract the best people? What other recommendations would you make to upper management?
4. Select a corporation that operates on a global scale, and imagine that you are the in-house security director for the company. Identify the major assets of that company, its potential vulnerabilities, and its external threats. Suggest countermeasures that could be utilized to protect the assets from loss or damage resulting from the vulnerabilities and threats.
5. Review a national or regional incident of workplace or school violence. What were the causes of the incident? What was the response from security services personnel? Were there telltale signs before the incident?

The following additional guidelines apply to your essay:

- All citations must be referenced using the APA standard, with parenthetical, in-text citations.
- A full bibliography must also be included at the end of the essay, listing all sources in alphabetical order. The bibliography must be excluded from the word count.
- The essay must of suitable scholarly standard, with all quotes and citations properly referenced.
- All students must use at least five scholarly sources (journal articles, academic books, government reports, etc.). The aim of the exercise is to gain practice at original research and to learn how to recognize a good source on which to base an argument. As such, encyclopedias (e.g., Wikipedia) and questionable websites are not permitted for use as references. You may cite news sources, but they do not count towards your source count.
- The aim of the essay is to gain practice at building an argument and to learn how to recognize good research. As such, students must provide attribution throughout their paper for each fact, assertion, or argument. Attribution is given with citations and a bibliography. All quotations should be cited, of course, but overly-extensive use of quotes to inflate your word-count will result in a lower grade.
- Plagiarism, which is defined as claiming the work of others as your own, is totally unacceptable. As well, using the language of another source with only a few word changes is a form of plagiarism, even if you provide a properly cited reference. Attempting to artificially construct a paper by pasting together the words of others, with little or no original writing of your own, is simply another form of plagiarism and will be treated as such. The aim here is for you to generate your own research.

Essay grading criteria

Essays are graded on the following criteria:

- **Argument:** Stated in introduction? Convincing? Original?
- **Analysis:** Critical discussion/evaluation of facts? Conclusions logical?
- **Coherence & Structure:** Line of argumentation? Contradictions? Terms used consistently? Logical Structure?
- **Research:** Enough relevant sources? Quality of sources? Primary sources?
- **Language and form:** Grammar/punctuation? Page numbers? Paragraphs? Referencing? Bibliography? Respecting word-count?

Each one of these criteria will then be graded according to whether it has:

- No issues (-0);
- Minor issues (-1);
- Moderate issues (-3);
- Major issues (-5); or,
- Significant issues (-7).

3 --- Security Survey (20 points)

You are to complete a security survey by the end of Week 11. The basics of this topic are covered during Week 4. For this assignment, you are to complete a Security Vulnerability Survey. An example can be found in Appendix C (pg. 503) of the textbook.

For the purposes of the assignment, you are to take on the role of a "security officer" and survey your home or small business. I am lenient about the site you choose, it may be your own house, or it could be a workplace or educational institution.

If you choose a location other than your own home, please seek permission from the owner, or responsible person in charge.

The following guidelines apply to the assignment

- Obtain permission from the owner, or responsible person in charge to conduct the survey.
- When carrying out the survey, look for those items specified in the back of the textbook (Appendix C, pg. 503). Disregard sections that do not apply and/or areas that are denied.
- Analyze the hazards and deficiencies and recommend corrective actions. Why are the hazards you identify problematic, and what corrective actions do you propose.?
- Prepare a simple budget to cover the cost of your recommendations. This simple budget should itemize the cost of each recommendation.

Write up your Security Survey in essay form, with complete sentences and paragraphs.

Your security survey should be 2--3 double-spaced pages, with 1 inch margins, and 11 point font.

4 --- Final Exam (40 points)

A final exam will be administered in the middle of Week 14. The exam will include 40 multiple choice question and will cover all topics in the course. You will have 60 minutes to complete the exam. The exam is open note and open book.

Late assignment policy

Late submissions can be accepted so long as students provide sufficient advanced notice. I prefer at least a week of notice, but that is not always possible. If a professional or personal responsibility prevents you from completing an assignment on time, please provide as much advance notice as possible.

In cases where no notice is given, the policy is that late submissions will receive a 10 percent reduction in the grade per day. Essays submitted more than five days after the deadline will not be accepted and will receive a zero.

Discussion posts that are made more than a week after the deadline will receive a .2% deduction for each day they are late.

There is no makeup date for the final exam unless prior arrangements are made with the instructor.

Grades

Your final course letter grade will be determined as follows:

Numeric Grade:	Letter Grade:
94-100	A
90-93	A-
87-89	B+
84-86	B
80-83	B-
77-79	C+
74-76	C
70-73	C-
67-69	D+
64-66	D
0-63	F

Academic Integrity Policy

UMass Lowell Online students are expected to be honest and to respect ethical standards in meeting academic assignments and requirements. A student who cheats on an examination or assignment is subject to administrative dismissal. Please visit the [Academic Integrity](#) Web site for specific details regarding this policy.

Student Disability Services

UMass Lowell Online students requiring academic accommodations should contact [Student Disability Services](#) for assistance.

Course calendar

Week 1 (Jan 22—28): History of security and crime prevention

Required readings:

- Fischer et al. Chapters 1, 3, & 4. "Origins and development of 21st Century Security," "Career opportunities in loss prevention," and "Security education."

Assignments

- Read the lecture notes
- Discussion board

Week 2 (Jan 29—Feb 4): Security today

Required readings:

- Fischer et al. Chapters 2 & 5. "Defining security's role," and "Homeland security."
- Clifford D. Shearing and Philip C. Stenning. 1981. "Modern Private Security: Its Growth and Implications." *Crime and Justice* 3.

Assignments

- Read the lecture notes
- Discussion board

Week 3 (Feb 5 – Feb 11): Security and the law

Required readings:

- Fischer et al. Chapter 6 "Security and the Law."
- Rhead M Enion. 2009. "Constitutional limits on private policing and the state's allocation of force." *Duke Law Journal*. 59(3).

Assignments

- Read the lecture notes
- Discussion board

Week 4 (Feb 12 – Feb 18): Risk analysis and security surveys

Required readings:

- Fischer et al. Chapter 7. "Risk Analysis."
- Michael Greenberg et al. 2013. "Ten Most Important Accomplishments in Risk Analysis, 1980--2010." *Risk Analysis* 32(5).
- Karen Lund Petersen. 2012. "The Corporate Security Professional: A Hybrid Agent Between Corporate and National Security." *Security Journal* 26(3).

Assignments

- Read the lecture notes
- Discussion board

Week 5 (Feb 19 – Feb 25): Physical security

Required readings:

- Fischer et al. Chs. 8, 9, & 10. "Interior and Exterior Security Concerns," "The Outer Defenses: Building and Perimeter Protection," and the "The Inner Defenses"

Assignments

- Read the lecture notes
- Discussion board

Week 6 (Feb 26 – Mar 4): Contingency Planning, Emergency Response, and Disaster Recovery

Required readings:

- Fischer et al. Ch. 11. "Contingency Planning, Fire Protection, Emergency Response, and Safety."
- Brent W. Ritchie. 2004. "Chaos, Crises, and Disasters: A Strategic Approach to Crisis Management in the Tourism Industry." *Tourism Management* 25(6).

Assignments

- Read the lecture notes
- **Essay 1 due by 11:59 on Sunday**

Week 7 (Mar 5 – Mar 11): Information / cyber security

Required readings:

- Fischer et al. Chapter 17. "Computer Technology and Information Security Issues."
- Ken H. Guo et al. 2014. "Understanding Nonmalicious Security Violations in the Workplace: A Composite Behavior Model." *Journal of Management Information Systems* 28(2).

Assignments

- Read the lecture notes
- **Security Survey due by 11:59 on Sunday**

Week 8 (Mar 19 – Mar 25): Transportation and retail security

Required readings:

- Fischer et al. Chapters 13 and 15 "Transportation Security Issues and Regulation" and "Retail Security."
- Joseph S. Szyliowicz. 2013. "Safeguarding Critical Transportation Infrastructure: The US Case." *Transport Policy* 28.

Assignments

- Read the lecture notes
- Discussion board

Week 9 (Mar 26 – Apr 1): Personnel security and program implementation

Required readings:

- Fischer et al. 12, "Internal Theft Controls/Personnel Issues."
- Frank L. Schmidt and John E. Hunter. 1998. "The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings." *Psychological Bulletin*. 124(2).

Assignments

- Read the lecture notes
- Discussion board

Week 10 (Apr 2 – Apr 8): Global security issues

Required readings:

- Anna Leander. 2005. "The Power to Construct International Security: On the Significance of Private Military Companies." *Millenium Journal of International Studies*. 33(3).
- Adam Ebrahim. 2010. "Going to War With the Army You Can Afford: The United States, International Law, and the Private Military Industry." *Boston University International Law Journal*.

Assignments

- Read the lecture notes
- Discussion board

Week 11 (Apr 9 – Apr 15): Terrorism

Required readings:

- Fischer et al. Chapter 16, "Terrorism: A Global Perspective."
- William F. Shughart. 2006. "An analytical history of terrorism, 1945–2000." *Public Choice* 128(1): 7-39.

Assignments

- Read the lecture notes
- Discussion board

Week 12 (Apr 16 – Apr 22): Competitive intelligence and business investigation

Required readings:

- Andrew Crane. 2005. "In the Company of Spies: When Intelligence Gathering Becomes Industrial Espionage." *Business Horizons* 48.
- John E. Prescott. 1995. "The evolution of competitive intelligence." *International Review of Strategic Management* 6: 71-90.

Assignments

- Read the lecture notes
- **Essay 2 due by Sunday (11:59pm)**

Week 13 (Apr 23 – Apr 29): Selected security threats

Required readings:

- Fischer et al. Chapter 18, "Selected Security Threats of the 21st Century."
- Fischer et al. Chapter 14, "Violence and Drug Use in the Workplace."

Assignments

- Read the lecture notes
- Discussion board

Week 14 (Apr 30 – May 6): Future trends

Required readings:

- Fischer et al. Chapter 19, "Security: The Future."
- Matt McDonald. 2008. "Securitization and the Construction of Security." *European Journal of International Relations* 14(4).

Assignments

- Read the lecture notes
- Final exam