

# CRIM.3120 – 201

## Security Management

Spring 2018

Tues. & Thurs.: 3:30 – 4:45 p.m.

### Instructor

**Professor:** Dr. Christopher Linebarger

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**Office Hours:** Tues. & Thurs., 1:30–3:00pm

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.

### Course Objectives

This course is one 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 all 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 Requirements

### Required Readings & Course Material

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.

## Assignments

There are five major components to the class (with grade percentages):

1. Attendance & participation (15%);
2. One security survey (10%);
3. Two essays (20% each);
4. One reaction paper (10%); and,
5. One exam (1 final; 25%).

### 1 – Attendance & Participation (15% of grade)

Although lectures comprise most of this class, it is my intention to also emphasize discussion. Because discussion is impossible without your presence, attendance is expected. Roll will be taken throughout the semester.

Your base attendance and participation grade will be based upon the proportion of times you attend out of the total number of class sessions. Then, I will adjust that grade up or down depending on your participation. To maximize this part of your grade, it is highly recommended that you come to class prepared (e.g., having done the assigned readings) and be willing to participate in discussions. Merely showing up and occupying a seat will not constitute full participation. **Note, moreover, that missing more than three classes will result in a “0” for Attendance and Participation.**

The lectures should not simply be a matter of the professor dispensing information onto passive students. Students are therefore expected to engage with the lectures by asking questions, responding to prompts, providing thoughtful analysis, etc.

My hope is that the classroom will have an atmosphere in which ideas and opinions will be welcomed and addressed. As such, please note that you will be graded on a number of criteria beyond simple participation, under the rubric of “professionalism,” and as such you are expected to act in a professional manner.

Other ways to lose participation points include but are not limited to: being a disruption to others (e.g., side conversations with friends, reading for other classes, texting, browsing the internet), leaving class early without my explicit prior approval, repeatedly failing to answer a question if called upon, and not participating in classroom discussions and exercises in a productive manner.

Please note that leaving class before it is dismissed and then not returning is extremely rude. Perhaps most importantly, it is highly disrespectful to the learning environment of your fellow students. If you engage in this behavior, you will be marked as absent for the day. If you must leave class early, please obtain my explicit prior approval. If you are sick and must leave early, please email me afterwards.

## **2 — Security Survey (10% of grade)**

You are to complete a security survey by the end of Week 7. The basics of this topic are covered during Week 4; thus, you will have around three weeks to complete the assignment. For this assignment, you are to complete a Security Vulnerability Survey. Examples 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, follow these steps:

- Obtain permission from the owner, or responsible person in charge to conduct the survey.
- Carry out the survey in the back of the text (pg. 503 of textbook). 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 use are your corrective actions.
- Prepare a simple budget to cover the cost of your recommendations. This simple budget should itemize the cost of each recommendation.

Your security survey should be 2–3 double-spaced pages, with 1 inch margins, and 11–12 point font.

### 3 – Two essays (20% of grade, each)

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 should be turned in via hardcopy to the professor.

Each essay will respond to one of the following questions (choose *one*):

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 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 policies apply to the essays:

1. All citations must be referenced using the APA standard, with parenthetical, in-text citations.
2. 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.
3. Late submissions will only be tolerated in exceptional cases (such as a medical or family emergency). Without proper documentation, essays that are submitted late will receive an automatic 10 percent reduction in the grade. Essays submitted more than 72 hours after the deadline will not be accepted and will receive a zero.
4. The essay must of suitable scholarly standard, with all quotes and citations properly referenced.

5. 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.
6. All citations must be referenced in a footnote and use the Chicago referencing style. A style sheet is available in Blackboard.
7. 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.
8. 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:

1. **Argument:** Stated in introduction? Convincing? Original?
2. **Analysis:** Critical discussion/evaluation of facts? Conclusions logical?
3. **Coherence & Structure:** Line of argumentation? Contradictions? Terms used consistently? Logical Structure?
4. **Research:** Enough relevant sources? Quality of sources? Primary sources?
5. **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** (-3%);
- **Moderate issues** (-7%);
- **Major issues** (-11%); or,
- **Significant issues** (-15%).

## **4 — Reaction paper (10% of grade)**

There will be no class session on April 3. As an alternative, you should log into Blackboard and listen to a podcast about Private Military Companies (PMCs). The link to the podcast will be open only during the regular class time on April 3. Your task is then to write a 500 word essay in response to the following question: “The Trump Administration has argued that the war effort in Afghanistan should be privatized and turned over to PMCs. Is this a practical solution to the war? What are the moral and ethical questions raised by such a proposal? Ultimately, is this a good idea or a bad one?” Your essay should cite at least one of the required readings for that week’s readings (in footnote form). The essay will be turned into a link inside Blackboard by **5:00pm on April 6**.

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 assignment. The prompt asks for your opinion, but your thoughts should be informed by the readings, lecture, and/or discussions that we undertake in class.

The assignment will be graded according to clarity of prose (the presence of complete sentences, paragraphs, correct spelling), the logic of your argument (free of contradictions, with a logical conclusion), and incorporation of material covered in prior classes.

Without proper documentation, assignments that are submitted late will receive an automatic 10 percent reduction in the grade. Essays submitted more than 72 hours after the deadline will not be accepted and will receive a zero.

## **5 – Final Exam (25% of grade)**

A final exam will be administered during the university assigned week. The exam will consist in short answer questions and one long form essay question.

## Grades

Grades are assigned according to the following scale:

<b>Letter Grade</b>	<b>Percentage</b>
A	93–100%
A-	90–92.9%
B+	87–89.9%
B	83–86.9%
B-	80–82.9%
C+	77–79.9%
C	73–76.9%
C-	70–72.0%
D+	67–69.9%
D	64–66.9%
F	0–63.9%

## UMass Lowell Policies

### Academic Integrity Policy

Please visit: <https://www.uml.edu/Catalog/Undergraduate/Policies/Academic-Policies/Academic-Integrity.aspx>, and familiarize yourself with UMass Lowell Integrity policy. Students should follow accepted ethical and moral standards in their academic work. A violation is subject to administrative dismissal.

### Student Disability Services

UMass Lowell is dedicated to assisting students with disabilities by providing sensible accommodations in all courses. Students with documented disabilities should contact the Student Disability Services at: <http://www.uml.edu/studentervices/Disability/default.aspx> or by calling: 978-934-4574.

# Course Calendar & Assigned Readings

The following calendar is only a guide. Dates and topics are subject to change. Any changes will be announced in-class well ahead of time. It is your responsibility to keep up to date with any schedule alterations.

The recommended readings are *not required* for the class. They are listed simply to provide additional context, to suggest material that could be useful for writing your papers or preparing your presentations, and to provide you with direction if a particular topic interests you enough to pursue it in the future.

Readings marked “**Text**” are found in the textbook.

Readings marked “**BB**” are to be found in the Blackboard Learn system.

## **Week 1, January 23 & 25:** 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.” **Text**

## **Week 2, January 30 & February 1:** Security today

*Required readings:*

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

## **Week 3, February 6 & 8:** Security and the Law

*Required readings:*

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



**Week 4, February 13 & 15: Risk Analysis & Security Surveys**

*Required readings:*

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

**Week 5, February 20 & 22: 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” **Text**

**Week 6, February 27 & March 1: Contingency Planning, Emergency Response, and Disaster Recovery**

*Required readings:*

- Ch. 11. “Contingency Planning, Fire Protection, Emergency Response, and Safety.” **Text**
- Brent W. Ritchie. 2004. “Chaos, Crises, and Disasters: A Strategic Approach to Crisis Management in the Tourism Industry.” *Tourism Management* 25(6).
- **ESSAY 1 DUE BY START OF CLASS ON MARCH 1.**

**Week 7, March 6 & March 8: Information / Cyber Security**

*Required readings:*

- Fischer et al. Chapter 17. “Computer Technology and Information Security Issues.” **Text**
- Ken H. Guo et al. 2014. “Understanding Nonmalicious Security Violations in the Workplace: A Composite Behavior Model.” *Journal of Management Information Systems* 28(2).
- **SECURITY SURVEY DUE BY START OF CLASS ON MARCH 8**

**March 13 & March 15: SPRING BREAK**

**Week 8, March 20 & 22:** Transportation and Retail Security

*Required readings:*

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

**Week 9, March 27 & March 29:** Personnel Security and Program Implementation

*Required readings:*

- Fischer et al. 12, “Internal Theft Controls/Personnel Issues.” **Text**
- 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). **BB**

**Week 10, April 3 & April 5:** Private Military Companies

*Required activities:*

- ***Reaction paper due April 6 at 5:00pm.***
- There will not be a traditional class meeting on April 3. You should instead log into Blackboard and listen to a podcast about Private Military Companies (PMCs). The link to the podcast will be open only during the regular class time on April 3. Your task is then to write a 500 word essay in response to the following question: “The Trump Administration has argued that the war effort in Afghanistan should be privatized and turned over to PMCs. Is this a practical solution to the war? What are the moral and ethical questions raised by such a proposal? Ultimately, is this a good idea or a bad one?”
- Your essay should cite at least one of the required readings (in footnote form).
- The essay will be turned in via Blackboard.

*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). **BB**
- 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*. **BB**

**Week 11, April 10 & 12: Terrorism**

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

**Week 12, April 17 & 19: Competitive Intelligence and Business Investigation**

*Required readings:*

- Andrew Crane. 2005. "In the Company of Spies: When Intelligence Gathering Becomes Industrial Espionage." *Business Horizons* 48. **BB**
- John E. Prescott. 1995. "The evolution of competitive intelligence." *International Review of Strategic Management* 6: 71-90. **BB**
- **ESSAY 2 DUE BY START OF CLASS ON APRIL 19.**

**Week 13, April 24 & April 26: Selected Security Threats**

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

**Week 14, May 1 & May 3: Future Trends**

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

This syllabus is a guideline and is subject to change.

UPDATED: January 16, 2018