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American Public University System

The Ultimate Advantage is an Educated Mind

School of Security and Global Studies
Security Management
SCMT509
Contemporary Issues in Security Management
3 Credit Hours
8 Weeks
Prerequisite: None

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Instructor Information

Instructor: See information provided in the Syllabus link in the classroom

Email: Please use internal classroom messaging system

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Course Description (Catalog)

This course is an in-depth study of contemporary issues in security management. The course will focus on tools that the professional security manager can use to increase productivity and lower operational cost. Topics explored: personnel security issues (background checks), budgeting, security liability, human resources issues and equal opportunity rights.

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Course Scope

The course focuses on the contemporary issues of security management such as security challenges, workplace violence, employee dishonesty, adjudication and regulation, security countermeasures, case management, strategic planning, international relations, continuous evaluation and case studies.

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Course Objectives

After successfully completing this course, you will be able to

- Analyze current strategic planning strategies in security management.
- Critique security guidelines and policies utilized in security management organizations.
- Create security management concepts through active participation in discussions with your classmates on contemporary security issues utilizing actual case studies.
- Implement methods for detecting and preventing employee dishonesty and bad behavior in the workplace.
- Assess and recommend strategies for protecting intellectual property and data in the workplace.
- Generate strategies for ensuring compliance with security regulatory requirements.

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Course Delivery Method

This course delivered via distance learning will enable students to complete academic work in a flexible manner, completely online. Course materials and access to an online learning management system will be made available to each student. **All initial forum responses for this course are due to be turned in no later than midnight (EST) on Friday of the week in which the forum is due. The two mandatory forum responses to fellow students are due no later than midnight, (EST) of the last day of the week in which the forum is due. The Final Exams and the research project are due the last day of the week in which** Assigned faculty will support the students throughout this eight-week course.

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Course Resources

Required Course Textbooks

This course has NO TEXTBOOK. Instead, we will explore the concepts of this course through current security articles, guidelines and reports. All the reading materials for the course are located in the Course Announcements section of the classroom and in Resources in a single appropriately named folder.

Optional Text

Publication manual of the American Psychological Association (2009). (6th ed.).

Washington, D.C.: American Psychological Association.

Microsoft Office (MS Word, MS Excel, MS PowerPoint)

Adobe Acrobat Reader

Required Readings

See weekly readings.

Additional Resources

Noted throughout this course

Web Sites

Noted throughout this course

In addition to the required course texts, the following public domain web sites are useful. Please abide by the university's academic honesty policy when using Internet sources as well. Note web site addresses are subject to change.

| Site Name | Web Site URL/Address |
|--------------------|---|
| ASIS International | http://www.asisonline.org/ |
| ABCHS | http://www.abchs.com/ |
| ISSA | https://www.issa.org/ |
| CSO Online | http://www.csoonline.com/ |

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Evaluation Procedures

Supplemental Readings: None

Forums:

INTRODUCTION FORUM: – Due Friday of week 1.

Students will introduce themselves in the Introduction Forum by Sunday of Week 1. The goal of the forum is to accomplish two things: 1) to build peer- to-peer relationships by sharing introductions and background information with classmates; 2) to express learning goals and /or expectations for the class. This assignment requires 250 words or more.

WEEKLY FORUMS: (20 percent of your final grade)

Each forum is posted in the electronic classroom under “Forums”. After completing the required readings each week, students will write a response of a minimum of 750 words as a response to each question. The forum assignments do not require full APA sixth edition format. They should be submitted as follows:

Week ____

FQ #1 -

Response

FQ #2 - (if applicable)

References (in APA sixth edition format)

Homework Assignments: See below and forums as discussed above

Exams/Quizzes: One mid-term and one final exam

MID-TERM EXAM: (25% of the final course grade)

The professor will prepare a mid-term examination. The mid-term exam will be open book. The exam will be posted in the electronic classroom under “exams”. The exam will consist of two

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essay questions. The University will issue final official grades. Professors have 5 days from the end of the semester to submit their grades to the University.

FINAL EXAMINATION: (25% of the final course grade)

The professor will prepare a final examination. The final exam will be open book. The exam will be posted in the electronic classroom under “exams”. The exam will consist of two essay questions. The University will issue final official grades. Professors have 5 days from the end of the semester to submit their grades to the University.

The points earned on course assignments determine the course grade. The final grade in the course is based on total points. Grades are assigned based on the following term composite scores:

Field Experience Assignments: None

Final Project:

Contemporary Issues in Security Management

Each student prepares and submits research paper as discussed in detail below. It comprises 30% of the final grade. There are two options for this assignment. Each student will submit a 15-page paper (exclusive of title and reference pages) written in MS-Word examining one of the following issues.

Each student will select one of the eight primary weekly topics on which to write. The topics follow:

Security Convergence

Private Military and Security Companies (PMC and PSC)

Computer Security

Leading and Managing in the 21st Century

Terrorism

The Technological Revolution

Change Management

The Future of the Global Security Industry

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All papers, regardless of the option selected, will be written using the APA sixth edition style as a guide for paper formatting and citations. See the research paper video located in the Week 1 course announcement to learn how to prepare a paper in APA sixth edition format. Again, minimum page length is fifteen pages exclusive of title and reference pages.

Only the following resources are acceptable for use in formatting:

APA sixth edition:

<http://owl.english.purdue.edu/owl/resource/560/01/>

Formatting the paper (step-by-step):

<http://www.youtube.com/watch?v=9pbUoNa5tyY>

| Grade Instruments | Points |
|-------------------|------------|
| Forums 1-6 | 600 |
| Mid-Term Exam | 100 |
| Research Paper | 100 |
| Final Exam | 100 |
| Total | 900 |

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8 – Week Course Outline

Please see the [Student Handbook](#) to reference the University's [grading scale](#).

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| Week | Topic | Learning Objectives | Readings | Assignment |
|------|----------------------|---|--|--|
| 1 | Security Convergence | <p>LO1 - Examine the impact of convergence on the organization.</p> <p>LO2 - Evaluate</p> | <p>Operation Partnership (144 pp)</p> <p>https://info.publicintelligence.net/PublicPrivatePolicing.pdf</p> | <p>Forum #1 due</p> <p>Introduction forum (mandatory – ungraded)</p> |

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| | | <p>the myriad of functions impacted by convergence in security operations.</p> <p>LO3 - Critique the next security innovations that will impact security industry convergence.</p> | <p>The Convergence of Logical and Physical Security (24 pp)</p> <p>http://www.sans.org/reading-room/whitepapers/authentication/convergence-logical-physical-security-1308</p> <p>Fusion Centers: Issues and Options for Congress (99 pp)</p> <p>http://www.fas.org/sgp/crs/intel/RL34070.pdf</p> | |
| 2 | Private Military and Security Companies (PMC and PSC) | <p>LO1 - Differentiate the roles of PMC and PSC in the global security marketplace</p> <p>LO2 - Synthesize the viability and necessity of PMC and PSC in the global security industry</p> <p>LO3 – Justify the skills necessary for a successful career in a PSC or PMC.</p> <p>LO 4 – Examine future trends for the continued, decreased, or</p> | <p>Outsourcing War: The Evolution of the Private Military Industry after the Cold War (45 pp)</p> <p>http://chaire-eppp.org/files_chaire/10_14_2009_TCE_paper.pdf</p> <p>Final Report: Privatized Military Operations (38 pp)</p> <p>http://www.dtic.mil/dtic/tr/fulltext/u2/a514289.pdf</p> <p>The Department of Defense’s Use of Private Security Contractors in Afghanistan and Iraq: Background, Analysis, and Options for Congress (27 pp)</p> <p>http://fas.org/sgp/crs/natsec/R4pdf</p> | Forum #2 due |

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| | | increased use of PMC and PSC. | | |
| 3 | Computer Security | <p>LO1 – Diagram the many challenges that can result from IT security discrepancies and commissions.</p> <p>LO2 - Assess challenges facing IT security professionals today.</p> <p>LO3 - Judge the criticality of performing effective IT security and incorporating effective integrated physical and IT security system designs</p> | <p>Computer Security in the 21st Century (15 pp)</p> <p>http://www.cs.berkeley.edu/~tygar/papers/Computer_Security_21st_Century/table_of_contents.pdf</p> <p>On Cyber Warfare (49 pp)</p> <p>http://www.chathamhouse.org/sites/files/chathamhouse/public/Research/International%20Security/r1110_cyberwarfare.pdf</p> <p>STUXNET and Strategy: A Special Operation in Cyberspace? (6 pp)</p> <p>http://www.academia.edu/872101/Stuxnet_and_Strategy_-_A_Special_Operation_in_Cyberspace</p> | Forum #3 due |
| 4 | Leading and Managing in the 21 st Century | <p>LO1 - Critique the traits of effective 21st Century leaders and managers.</p> <p>LO2 – Diagram the steps involved in effectively managing change..</p> | <p>Managing Multiple Generations in the Workplace – Winning with Cross-Generational Teams (7 pp)</p> <p>http://www.parsons-associates.com/managing_generations_eapa.pdf</p> <p>Managing the Cross-Cultural Security Force (see .pdf in</p> | Mid-term exam due |

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| | | <p>LO3 - Critique a change management plan.</p> | <p>Lessons)</p> <p>The World of 2020 and Alternative Futures (10 pp)</p> <p>http://fas.org/spp/military/docops/usaf/2020/alt-futr.htm</p> | |
| 5 | Terrorism | <p>LO1 - Rate the contributing factors of 21st Century terrorism.</p> <p>LO2 – Appraise the various types of terrorism activity and develop countermeasures for preventing them.</p> <p>LO3 – Produce strategies for preventing terrorism in workplaces.</p> | <p>The Global War on Terrorism: Long War (.pdf) (21 pp)</p> <p>http://proceedings.ndia.org/7030/Riggle.pdf</p> <p>Geospatial Analysis of Terrorist Activities: The Identification of Spatial and Temporal Patterns of Preparatory Behavior of International and Environmental Terrorists (87 pp)</p> <p>https://www.ncjrs.gov/pdffiles/rants/222909.pdf</p> <p>Nuclear Terrorism: Threat Brief How Serious is the Threat? (10 pp)</p> <p>http://belfercenter.ksg.harvard.edu/threat-assessment.pdf</p> | Forum #4 due |
| 6 | The Technological Revolution | <p>LO1 – Assess the problems presented by the technology revolution within the security industry.</p> <p>LO2 – Deconstruct the evolution of the technological</p> | <p>The Global Technology Revolution 2020, In-Depth Analyses (316 pp)</p> <p>http://www.rand.org/content/dam/rand/pubs/technical_reports/2006/RAND_TR303.pdf</p> <p>Bracing Ourselves against Terrorism and Catastrophes (2 pp)</p> | Forum #5 due |

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| | | <p>revolution.</p> <p>LO3 – Hypothesize the costs to organizations of technological change if it continues at its current rate.</p> | <p>http://www.sandia.gov/media/archsurety.htm</p> <p>The Maturing Revolution in Military Affairs (44 pp)</p> <p>http://www.csbaonline.org/publications/2011/06/the-maturing-revolution-in-military-affairs/</p> | |
| 7 | Change Management | <p>LO1 – Synthesize a working definition of “change management.”</p> <p>LO2 – Examine the impact of change on a security organization with a global footprint.</p> <p>LO3 – Rate strategies for effectively "riding the tiger" of change.</p> | <p>Leadership Muscles for the New Multi-Polar World (17 pp)</p> <p>http://changethis.com/manifesto/130.04.CulturalDNA/pdf/130.04.CulturalDNA.pdf</p> <p>Aligning Knowledge Management Processes and Innovation Management Capability in a Global Business (6 pp)</p> <p>http://www.ibimapublishing.com/journals/CIBIMA/volume6/v6n20.pdf</p> <p>Risk Management in a Time of Global Uncertainty (32 pp)</p> <p>Open .pdf in Lessons</p> | <p>Forum #6 due</p> <p>Research Project assignment due</p> |
| 8 | “May You Live in Interesting Times” (Chinese Proverb) (Security Industry Future) | <p>LO1 - Differentiate perspectives on the future of the global security industry. challenges</p> | <p>Monitoring the Global Private Military and Security Industry (24 pp)</p> <p>http://psm.du.edu/media/documents/about_psm/uci_2011</p> | <p>Final exam due</p> |

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| | | <p>LO2 – Judge the link between world population growth, climate change, dwindling natural resources, and security.</p> | <p>workshop paper.pdf</p> <p>Climate Change Risk Assessment and Adaptation Plan – City of Redland (template) (109 pp)</p> <p>http://www.redland.qld.gov.au/RecreationFacilities/ManagementPlans/Documents/ClimateChangeRiskAssessmentAdaptationPlan.pdf</p> <p>The World in 2050: Quantifying the shift in the global economy (46 pp)</p> <p>Open .pdf in Lessons</p> | |
|--|--|--|--|--|

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Policies

Please see the [Student Handbook](#) to reference all University policies. Quick links to frequently asked question about policies are listed below.

[Drop/Withdrawal Policy](#)

[Plagiarism Policy](#)

[Extension Process and Policy](#)

[Disability Accommodations](#)

Writing Expectations

All written submissions should be submitted in a font and page set-up that is readable and neat. It is recommended that students try to adhere to a consistent format, which is described below.

- Typewritten in double-spaced format with a readable style and font and submitted inside the electronic classroom (unless classroom access is not possible and other arrangements have been approved by the professor).
- Arial 11 or 12-point font or Times New Roman styles.
- Page margins Top, Bottom, Left Side and Right Side = 1 inch, with reasonable accommodation being made for special situations and online submission variances.

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Citation and Reference Style

Attention Please: Students will follow the *Publication Manual of the American Psychological Association* (6th ed.) as the sole citation and reference style used in written work submitted as part of coursework to the University. Assignments completed in a narrative essay or composition format must follow the citation style cited in the aforementioned.

Publication Manual of the American Psychological Association (6th ed.). (2009). Washington, D.C.: American Psychological Association.

Late Assignments

Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. As adults, students, and working professionals, I understand you must manage competing demands on your time. Should you need additional time to complete an assignment, please contact me before the due date so we can discuss the situation and determine an acceptable resolution. Routine submission of late assignments is unacceptable and may result in points deducted from your final course grade.

Netiquette

Online universities promote the advancement of knowledge through positive and constructive debate – both inside and outside the classroom. Forums on the Internet, however, can occasionally degenerate into needless insults and “flaming.” Such activity and the loss of good manners are not acceptable in a university setting – basic academic rules of good behavior and proper “Netiquette” must persist. Remember that you are in a place for the rewards and excitement of learning which does not include descent to personal attacks or student attempts to stifle the Forum of others.

- **Technology Limitations:** While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The Sakai classroom may not fully support MIME or HTML encoded messages, which means that bold face, italics, underlining, and a variety of color-coding or other visual effects will not translate in your e-mail messages.
- **Humor Note:** Despite the best of intentions, jokes and especially satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add “emoticons” to help alert your readers: ;-), :), ☺

Disclaimer Statement

Course content may vary from the outline to meet the needs of this particular group.

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Online Library

The Online Library is available to enrolled students and faculty from inside the electronic campus. This is your starting point for access to online books, subscription periodicals, and Web resources that are designed to support your classes and generally not available through search engines on the open Web. In addition, the Online Library provides access to special learning resources, which the University has contracted to assist with your studies. Questions can be directed to librarian@apus.edu.

- **Charles Town Library and Inter Library Loan:** The University maintains a special library with a limited number of supporting volumes, collection of our professors' publication, and services to search and borrow research books and articles from other libraries.
- **Electronic Books:** You can use the online library to uncover and download over 50,000 titles, which have been scanned and made available in electronic format.
- **Electronic Journals:** The University provides access to over 12,000 journals, which are available in electronic form and only through limited subscription services.
- **Tutor.com:** AMU and APU Civilian & Coast Guard students are eligible for 10 free hours of tutoring provided by APUS. [Tutor.com](http://tutor.com) connects you with a professional tutor online 24/7 to provide help with assignments, studying, test prep, resume writing, and more. Tutor.com is tutoring the way it was meant to be. You get expert tutoring whenever you need help, and you work one-to-one with your tutor in your online classroom on your specific problem until it is done.

Request a Library Guide for your course (<http://apus.libguides.com/index.php>)

The AMU/APU Library Guides provide access to collections of trusted sites on the Open Web and licensed resources on the Deep Web. The following are specially tailored for academic research at APUS:

- Program Portals contain topical and methodological resources to help launch general research in the degree program. To locate, search by department name, or navigate by school.
- Course Lib-Guides narrow the focus to relevant resources for the corresponding course. To locate, search by class code (e.g., SOCI111), or class name.

If a guide you need is not available yet, please email the APUS Library: librarian@apus.edu.

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Turnitin.com

Turnitin.com is a web-based [plagiarism](#) prevention application licensed, for campus use, through the APUS Online Library. **Your assignments will be automatically submitted for review and requires no action on your part.** The quick submit option lets faculty upload and check suspicious papers, without requiring student to create their own Turnitin.com profiles.

Turnitin.com analyzes electronic submissions of student writing, compares them to the contents of a huge online database, and generates a customized Originality Report. The database used to produce this analysis contains a massive collection of documents available on the Internet from both free and commercial sources, as well as the full texts of all other papers that have been previously submitted to Turnitin.com.

Similarity index is based on the amount of matching text to a submitted paper:

| | |
|-----------------|--------------------------|
| Blue = | no matching text |
| Green = | one word to 24% matching |
| Yellow = | 25 -49% matching text |
| Orange = | 50-74% matching text |
| Red = | 75-100% matching text |

Selected Bibliography

Web Based Supplemental Resources

American Society for Industrial Security
<http://www.asisonline.org/>

9-11 Commission Report
<http://www.gpoaccess.gov/911/>

Security Focus
<http://www.securityfocus.com/>

Corporate Security Resources
http://www.csr-i.com/management_resources.shtml

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