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American Public University System

The Ultimate Advantage is an Educated Mind

School of Security and Global Studies
Security Management
SCMT553
Security Program Administration
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)

The course provides the graduate-level security professional with the tools necessary to effectively plan for, implement, monitor, and administer a security organization in a modern, global, and technologically advanced security program. Upon completion of the course, the student demonstrates expertise in administering a security program from the following aspects: fiscal, human resource management, change management, global talent management, and

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resource management perspectives. Students will also assess the concepts of return on investments (ROI) including cost-benefit aspects of asset protection and liaison with other management officials in the organization.

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Course Scope

Students apply their knowledge and skills to the protection of business assets in various environments and under different conditions. This course covers risk analysis, security surveys, and financial planning for loss prevention and security management programs and countermeasures. The course explains the role of key players such as managers of security, facilities and information technology systems. Student's study and critique actual situations. Emphasizes is placed on the importance of certification within the security environment.

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Course Objectives

After successfully completing this course, you will be able to

- Appraise concepts and innovations in the changing environment of security management.
- Synthesize the mechanics of success through the use of strategic approaches.
- Develop the use of business risk analysis.
- Examine new paradigms of the art of management and the security director/Chief Security Officer (CSO).
- Assess the various security certification programs.
- Implement Human Resource Management strategies for the security industry.

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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

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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 consists only of Web-based resources. There is not an actual or virtual text required.

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

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/

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International CPTED Association	http://ica.cloverpad.org/
OSAC	https://www.osac.gov/Pages/Home.aspx

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Evaluation Procedures

Describe how you will evaluate your students for each graded activity.

All forum work for this course is due to be turned in no later than midnight (EST) on Friday of the week in which the assignment is due. The two mandatory forum responses to fellow students are due no later than midnight, EST. of the week in which the forum is due.

Reading Assignments: See weekly readings below

Supplemental Readings: See supplemental readings below

Forums:

There are six discussion questions located in the “Forums” section of the classroom. Respond to each question using what you have learned during the week’s reading and your personal experience and opinion as well. Postings must be in good taste (remember your Netiquette, see the Policies section below) and to the point. Constructive criticism and honest assessment of each other’s ideas is encouraged. The Rubric posted in the “Resources” section of the classroom will be utilized to grade these assignments. **Discussion Question responses must be substantive. There are two elements of substance: one is content and the other is length of response. Content is obvious, you must fully cover the issue. Primary responses must be 750 words at a minimum. Secondary responses must be a minimum of 250 words. Do not attempt to post responses in “Assignments.”**

PowerPoint (PPT) Presentation Project:

In Week 4, you are tasked to prepare a security budget proposal in PPT format. Any security professional today who is in a managerial position or who aspires to one, should be familiar with the basics of creating a simple PPT presentation and that is the purpose of this project. You are required to create a title slide / 3-5 budget briefing slides / and a conclusion/decision slide. As a forum is also due in Week 4, it is suggested you begin work on the PPT presentation early in the course. Below are some Web resources to assist you in creating your PPT presentation:

PPT Basics:

http://fit.gtc.edu/training/PowerPoint_Basics.pdf

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How to do a Proposal in PPT:

http://www.ehow.com/how_6182554_do-proposal-powerpoint.html

Example of a Good Presentation:

http://www.webjunction.org/documents/webjunction/Budget_Presentation_Example.html

Homework Assignments: See Forums and Research Papers

Exams/Quizzes:

There is a final exam in this course. The exam is comprehensive. It is open book. The exam is untimed but it is one time access only. Essay responses must be a minimum of 500 words in length. **Please remember the exam is set for one-time entry so be prepared when opening it (note that clicking on the hyperlink for an exam constitutes opening it).** It is suggested that students make a copy of examinations and save it into a Word document prior to submission in the event that technical difficulties occur. In the event of such difficulties, contact the instructor via e-mail immediately to arrange for the examination to be reset. **Essay question grades will reflect “0” upon submission. This is because they have to be graded manually. Grading will not normally begin until after the due date/time.**

Field Experience Assignments: NA

Short Research Papers:

Each student is required to submit two short research paper (minimum of 750 word essays for each exclusive of title, reference, or other non-text pages, diagrams, etc.) using the following parameters: **see topics listed below.** The papers must be of high quality and in APA (sixth edition) format. Use only the APA sixth edition video included in the Week 1 Course Announcement and the following link as APA guides:

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

Short Research Paper #1:

You are the program manager in an organization that provides security services. In an essay of no less than 750 words, select a primary security function provided by your program and deconstruct the strategic purpose of this function to your client.

Short Research Paper #2

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In an essay of no less than 750 words, justify why a good job description fills the gap between an employee's performance and management's expectations.

Final Project/Research Paper:

Each student is required to submit a research paper (minimum of 15 pages exclusive of title, reference, or other non-text pages, diagrams, etc.) using the following parameters: **see topics listed below.** The papers must be of high quality and in APA (sixth edition) format. Use only the APA sixth edition video included in the Week 1 Course Announcement and the following link as APA guides:

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

All information that is not original to the student MUST be cited properly. A minimum of seven sources must be used for each paper. Papers must be submitted into "Assignments" as a .doc or .doc x file. DO NOT COPOY-AND-PASTE. **Note that Wikipedia is NOT considered a valid source for references in any APUS/AMU classes.**

At least one of your sources must be from a scholarly, peer reviewed, journal from the list below. These peer-reviewed journals are available in the Security Management portal into the APUS online library. Here is the link, scroll down until you come to the "Peer Reviewed" section: <http://apus.campusguides.com/content.php?pid=82824&sid=614488>

Scholarly (Peer-reviewed) Journals for Security Management

Journals that are written for a specialized audience often using technical jargon, in which submissions are reviewed and selected for publication by panels of experts in the field.

International Journal of Mass Emergencies and Disasters

Journal of Applied Security Research

The Journal of Physical Security

Journal of Security Administration

Journal of Security Education

Journal of Security Sector Management

Security Journal

Select one of the topics below. Let the instructor know your choice by the end of week two via e-mail.

1. Discuss, in detail, the value of strategic planning to security management. Outline the beginnings of a strategic plan for you organization.

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2. Conduct a business risk analysis for your organization. Be very detailed, but be sure not to reveal information that might damage the security of your organization.

Field Experience Assignments: None

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

Grade Instruments	%	Points
Forum #1 through #6	30	600
Short Essay Paper #1	13.33	100
Short Essay Paper #2	13.33	100
Final Research Paper	13.34	100
Final Exam	30	100
Totals	100%	1000

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8 – Week Course Outline

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

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<u>Week</u>	<u>Topic</u>	<u>Learning Objectives</u>	<u>Readings</u>	<u>Assignment</u>
1	General Security Management	<p>LO 1-Evaluate general principles of organization and organizational structure</p> <p>LO 2-Assess security's role in the organization</p> <p>LO 3-Differentiate the roles of the security director, the supervisor and the</p>	<p>ASIS Guideline – CSO - Executive Summary</p> <p>https://www.asisonline.org/Standards-Guidelines/Pages/default.aspx</p> <p>(4 pp.)</p> <p>(you will not be able to access unless the full document you are an ASIS member)</p>	<p>Forum #1</p> <p>Introduction</p>

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		individual employee	<p>(26 pp - full document)</p> <p>Best Practices: Report #3: Strategic Planning</p> <p>http://www.cairf.org/research/bpstrategic.pdf</p> <p>(28 pp)</p> <p>Managing Cultural Differences</p> <p>http://www.1000ventures.com/business_guide/crosscutting/cross-cultural_differences.html</p> <p>(1 pp)</p> <p>Cross Cultural Leadership</p> <p>http://www.regent.edu/admin/stusrv/student_dev/docs/Downloads/Professional%20Skills/Comparative%20Cultural%20Etiquette/Comparative%20Cultural%20Etiquette_index.pdf</p> <p>(42 pp)</p> <p>Cross-Cultural Skills for Deployed Air Force Personnel – 2009</p> <p>http://www.rand.org/pubs/moноgraphs/MG811.html</p> <p>(200 pp.)</p> <p>Futurework - Trends and Challenges for Work in the</p>	
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			<p>21st Century Executive Summary</p> <p>http://www.dol.gov/oasam/programs/history/herman/reports/futurework/execsum.htm</p> <p>(5 pp.)</p> <p>Total: 306 pp</p>	
2	Security Personnel Management	<p>LO 4-Appraise the elements of hiring security personnel</p> <p>LO 5-Prepare job descriptions for security positions</p> <p>LO 6-Analyze strategies for conducting training, exercising discipline and motivating and promoting personnel</p>	<p>ASIS Guideline Private Security Officers</p> <p>http://www.ohoasis.com/assets/documents/asis_private_security_training_guidelines.pdf</p> <p>(14 pp)</p> <p>2011 Global Talent Management Challenges</p> <p>http://www.changeboard.com/content/4064/leadership-and-management/talent-management/the-global-talent-management-challenge</p> <p>(22 pp)</p> <p>Global Talent Management</p> <p>http://www.iorworld.com/global-talent-management--pages-535.php</p> <p>(1 p)</p> <p>Best Practices for Hiring</p>	Forum #2

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			<p>PMSC Personnel</p> <p>http://privatesecurityregulation.net/files/Best%20Practices%20for%20Hiring%20PMSC%20Personnel.pdf</p> <p>(8 pp)</p> <p>The Private Security Industry: A Review of the Definitions, Available Data Sources, and Paths Moving Forward – 2010</p> <p>https://www.ncjrs.gov/pdffiles1/bjs/grants/232781.pdf</p> <p>(98 pp)</p> <p>Total: 143 pp.</p>	
3	Operational Management	<p>LO 7-Defend planning and budgeting for the security organization</p> <p>LO 8- Deconstruct security program management</p> <p>LO 9- Assess risk</p> <p>LO 10-Prepare a security survey</p> <p>LO 11-Assess office administration including plans, policies, procedures and statistics</p>	<p>How to Prioritize Risks & Justify Security Investments</p> <p>http://www.calibersecurity.com/prioritize-risk-justify-security-investments/</p> <p>(12 pp)</p> <p>ASIS General Risk Assessment Guidelines</p> <p>http://bhsecurityonline.com/casestudies/ASISriskassessment.pdf</p> <p>(26 pp)</p>	Forum #3

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			<p>Business Risk Assessment</p> <p>http://www.fmglobal.com/page.aspx?id=03030000&utm_source=Ying&utm_medium=cpc&utm_term=business_risk_assessment_y_Broad_&utm_content=insurance_coverage&utm_campaign=Q3_2012_Insurance</p> <p>(1 p)</p> <p>FHA - Security and Emergency Management Information Briefing – 2014</p> <p>http://www.fhwa.dot.gov/security/emergencymgmt/profcapacitybldg/docs/hsemexecsrleaders/hsem_srexecs.cfm</p> <p>(57 slides)</p> <p>Lessons Learned: Social Media and Hurricane Sandy DHS</p> <p>https://communities.firstresponder.gov/DHS_VSMWG_Lessons_Learned_Social_Media_and_Hurricane_Sandy_Formatted_June_2013_FINAL.pdf</p> <p>(39 pp)</p> <p>Total – 135 pp</p>	
4	Public Relations	LO 12-Prepare to sell security	Justifying Investment in	Forum #4

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		<p>within the organization LO 13-Analyze security's relationship with law enforcement, industry, and the community. Apply trust building to this process.</p>	<p>Security http://www.isaca.org/Journal/archives/2003/Volume-4/Pages/Justifying-Investment-in-Security.aspx (4 pp)</p> <p>Trust and Trust Building - 2012 http://www.beyondintractability.org/bi-essay/trust-building (4 pp)</p> <p>The Convergence of Industrial Safety and Security http://tutorial8.com/t/the-convergence-of-industrial-safety-and-security-w14589-pdf.pdf (24 pp)</p> <p>Selling Security: LinkedIn Lessons – 7 Lessons from Successful Companies on LinkedIn http://mashable.com/2011/09/22/linkedin-brand-tips/ (7 slides)</p> <p>Monitoring the Global Private Military and Security industry – 2011</p>	<p>Short Essay Paper #1</p>
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			<p>http://igcc.ucsd.edu/assets/001/502071.pdf</p> <p>(24 pp)</p> <p>Creating and Utilizing Cross-Generational Work Teams</p> <p>http://www.hfmadv.org/uploads/2011%20ASHE%20Seattle%20Annual%20Conference/Creating%20and%20Utilizing%20Cross%20Generational%20Work%20teams.pdf</p> <p>(25 pp)</p> <p>REVERSE MENTORING AT WORK: FOSTERING CROSS-GENERATIONAL LEARNING AND DEVELOPING MILLENNIAL LEADERS – 2012</p> <p>http://www.uky.edu/Centers/inwin/RTOCT12/Murphy_Reverse%20Mentoring_HRM21489.pdf</p> <p>(26 pp)</p> <p>Total: 114 pp.</p>	
5	The Vagaries of Management (or Mismanagement)	LO 14 -Solve the pitfalls of mismanagement	<p>Inquiry into the Role and Oversight of Private Security Contractors in Afghanistan U.S. Senate report (review only) - 2010</p> <p>http://msnbcmedia.msn.com/i</p>	Forum #5

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			<p>/MSNBC/Sections/NEWS/ASC.PSCReport.100710.pdf</p> <p>(105 pp)</p> <p>Seven C's of Success</p> <p>http://www.appleseeds.org/7-Cs_Success.htm</p> <p>(2 pp)</p> <p>Root Cause Analysis</p> <p>http://rootcauseanalysis.info/</p> <p>(1 p)</p> <p>Security Policy Management Process within a Six Sigma Framework – 2011</p> <p>www.scirp.org/journal/PaperDownload.aspx?paperID=16727</p> <p>(10 pp)</p> <p>Total – 118 pp</p>	
6	<p>The Professional Triangle – Formal Education, Experience, and Professional Certifications</p> <p>How Important is Learning a Foreign Language?</p>	<p>LO 15-Justify the need to comply with the professional triangle (experience, formal schooling, professional certification)</p>	<p>Importance of Formal Education</p> <p>http://www.polishwomen.com/articles/formal-education-practical-experience</p> <p>(1 p)</p> <p>Informal and Formal</p>	<p>Forum #6</p> <p>Short Essay Paper #2</p>

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Learning

<http://www.knowledgejump.com/learning/informal.html>

(1 p)

Importance of (Experience) Managerial Skills and Knowledge in Management for Small Entrepreneurs - 2007

<http://www.g-casa.com/PDF/Papulova-Mokros.pdf>

(8 pp)

ABCCHS Certifications

<http://www.abchs.com/certification/>

(1 p)

ASIS Certification Handbook

<http://smooz.4your.net/asisonline/files/handbook.pdf>

(24 pp)

The Advantages of Being Bilingual in the Workforce

http://www.ehow.com/info_8565611_advantages-being-bilingual-workforce.html

(1 p)

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			<p>Reshaping the Mind: The Benefits of Bilingualism – 2011</p> <p>http://www.apa.org/pubs/journals/features/cep-65-4-229.pdf</p> <p>(7 pp)</p> <p>Total: 43 pp</p>	
7	Communicating and Managing Change	<p>LO 16-Assess types and purposes of communicating</p> <p>LO 17-Develop a plan for managing change in a security organization</p>	<p>Principles of Effective Business Communication</p> <p>http://www.businesscommunicationarticles.com/principles-of-effective-business-communication/</p> <p>(5 pp)</p> <p>Leading and Managing Change</p> <p>http://gbr.pepperdine.edu/2010/08/leading-and-managing-change/</p> <p>(5 pp)</p> <p>Managing an Uncertain Future:</p> <p>http://www.waterplan.water.ca.gov/docs/cwpu2013/2013-prd/Vol1_Ch05_ManagingUncertain_PubReviewDraft_w_o_JW.pdf</p> <p>(68 pp)</p>	Research Paper

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			<p>Rick Management, Chaos Theory, and the Corporate Board of Directors</p> <p>http://www.academia.edu/1709489/Risk_Management_Chaos_Theory_and_the_Corporate_Board_of_Directors</p> <p>(26 slides)</p> <p>Total – 104</p>	
8	Security Technology in the Global Marketplace	LO 18 -Evaluate the effect of technology on security management	<p>Great Expectations or Misplaced Hopes? Perceptions of Business Technology in the 21st Century - 2011</p> <p>http://www.economistinsights.com/sites/default/files/downloads/EIU_Tech%20expectations_FINAL_WEB.pdf</p> <p>(33 pp)</p> <p>Tom Clancy's <i>Splinter Cell</i> and Chaos Theory</p> <p>http://splintercell.wikia.com/wiki/Tom_Clancy%27s_Splinter_Cell:_Chaos_Theory</p> <p>(5 pp)</p> <p>The Private Security Industry: A Review of the Definitions, Available Data Sources, and Paths Moving Forward – 2009</p> <p>https://www.ncjrs.gov/pdffile</p>	Final Exam

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			s1/bjs/grants/232781.pdf	
			(98 pp)	
			Total – 136	

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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).
- Times New Roman 123 point styles.
- Page margins Top, Bottom, Left Side and Right Side = 1 inch, with reasonable accommodation being made for special situations and online submission variances.

Citation and Reference Style

Attention Please: Students will follow the APA sixth edition 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

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

Washington, D.C.: American Psychological Association.

STUDENT WARNING: This course syllabus is from a previous semester archive and serves only as a preparatory reference. Please use this syllabus as a reference only until the professor opens the classroom and you have access to the updated course syllabus. Please do NOT purchase any books or start any work based on this syllabus; this syllabus may NOT be the one that your individual instructor uses for a course that has not yet started. If you need to verify course textbooks, please refer to the online course description through your student portal. This syllabus is proprietary material of APUS.

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

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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.

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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/>

Transportation Security Administration
<http://www.tsa.gov/public/>

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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