

Security Administration and Management SECR-5020

F2 2021 Section FL 3 Credits 10/18/2021 to 12/17/2021 Modified 10/20/2021

Meeting Times

Lecture/WebNet+ Meeting

WebNet+Zoom

Meeting: WEDNESDAYS October 20th thru December 15th* from 6 pm - 10 pm ET/ 5 pm - 9 pm CT/ 4 pm - 8 pm MT/ 3 pm - 5 pm PT

Class will be held via Zoom – the links will be posted in the course shell in WorldClassroom.

- Class begins promptly at 18:00: 6 pm, ET/5 pm CT/ 4 pm MT/ 3 pm PT. Plan accordingly to be on time.
- A class absence *must* be approved by the professor prior to the day of the class. If extenuating/emergency circumstances notify professor as soon as possible.
- **Note** - class will start at 6:00 pm ET - sometimes even after review - syllabus will default to central time zone.

**Due to the Thanksgiving Holiday we may not meet in person on Wednesday, November 24th but we will discuss in class.*

Contact Information

Instructor: Edwin F. DePolo CPP, PSP

Email: depoloed@webster.edu

Phone: 571-215-2752

- Please use my Webster University email to contact me. Do not communicate via the WorldClassRoom (Canvas) email functionality.
- Feel free to call me any day between 0900 and 2200 Eastern time. If I do not answer leave a voicemail and I will get back to you shortly.
- Texting is not my strong suit and the least preferred method to reach me.

Description

Students apply principles of management to security administration. Topics include personnel management, security planning, organizational leadership and communication, and recruitment and training.

Requisites

None

Outcomes

1. At the end of the course the student will be able to organize and staff a security department by applying knowledge developed in this course.
2. At the end of the course the student will explain and be able to apply management principles in justifying an existing security operation. This outcome stems from a study of management principles and discussions of their applicability to security operations.
3. At the end of the course the student will be able to apply management principles to the planning, direction, control and budgeting of a security operation from a business perspective.
4. At the end of the course the student will know and explain the important terminology, facts, concepts, principles, and theories used in the field of Business and Organizational Security Management.
5. At the end of the course the student will be able to apply the important terminology, facts, concepts, principles and theories in the field of Business and Organizational Security Management to analyze simple to moderately complex factual security situations.
6. At the end of the course the student will be able to creatively construct and implement moderately complex Business and Organizational Security Management solutions to real organizational problems using frameworks procedures, and methods derived from the individual security discipline Security Administration and Management.
7. At the end of the course the student will be able to assess the effectiveness of their solutions by quantitatively or qualitatively measuring their results against theory-based criteria and standards of performance.

8. At the end of the course the student will be able to utilize themselves as scholar-practitioners, capable of creatively synthesizing intellectual explanation of security models with methodological competencies and experience-based perceptual skills and judgment.

Required Textbook

Security Operations Management

Author: Robert McCrie

Publisher: Elsevier Butterworth-Heinemann

Edition: 3rd

ISBN: 978-0128023969

Materials

Textbook title and ISBN posted here:

<http://www.bkstr.com/websteronlinestore/home>

Enter **Webster** University (will auto fill) - then follow drop down menus

Deliverables

Written Assignment: One page introduction/bio

Each student will write a one-page overview of their personal experience in the area of security management, and some perspectives on the practice that they have developed in their career. If you do not have direct experience in security management, base your input on your management insights from some other field such as intelligence, law enforcement or some other industry field. Assignment will be submitted prior to the Week 2 class via WorldClassRoom. Due date and further instructions will be posted in the WorldClassRoom Assignments posting.

Group Project: Business Scenario

Each student will actively participate in a team Business Scenario project. In this effort, each team will be assigned a notional private sector firm by the professor and follow several steps to build and organize a security department for the company. The teams will answer questions and react to scenario inputs throughout the semester. The project will culminate in a team presentation which provides a self-evaluation of their efforts.

Written Report: Security Provider Interview and Business Analysis

Each student will engage in an individual project in which they select an existing **private sector** security provider/security department and conduct a mini-business analysis of that firm. The student should interview one or more individuals who have responsible charge within that organization. Although it is preferable to conduct this analysis on site, it can also be done remotely using internet sources, documents, Skype/WebEx/Zoom type meeting, and telephone interviews. The product will be a written report in a format specified on the course's WorldClassRoom site.

Final Exam

A take home final exam will be issued via email towards the end of the semester. This is an individual effort. Students are expected to answer all the questions in a detailed and complete way that demonstrates a graduate level grasp of the material and issues addressed. Students will complete the examination by the due date and submit via WorldClassRoom.

Evaluation

Criteria

The final course grade will be determined as follows:

- One page introduction/bio - 5 points
- Security Provider Interview and Business Analysis - 25 points
- Business Case Scenario [Group Project - presentations and responses] - 30 points
- Final Examination - 30 points
- Active class participation, engagement, and attendance - 10 points

Breakdown

Grade	Range	Notes
A	93-100	QPA = 4.00
A-	90-92.99	QPA = 3.67
B+	87-89.99	QPA = 3.33
B	83-86.99	QPA = 3.00
B-	80-82.99	QPA = 2.67
C+	77-79.99	QPA = 2.33
C	70-76.99	QPA = 2.00
F	0-69.99	QPA = 0.00

Schedule

When	Topic	Notes
Lecture/Discussion Week 1	Introduction, Course Layout and Approach	<p>Subject Matter:</p> <ul style="list-style-type: none"> Viewing Security Management Through Different Lenses Focus of the class <p>Activity:</p> <ul style="list-style-type: none"> Course organization, grading and expectations Student Introductions Group Discussion, Video Clips, Project Initial Planning/Discussion <p>Reading:</p> <ul style="list-style-type: none"> View video clips posted on the WorldClassRoom Site Read bio of the textbook author on the WorldClassRoom Site.
Lecture/Discussion Week 2	Organizing the Security Function	<p>Subject Matter:</p> <ul style="list-style-type: none"> Where to start and what questions to ask <p>Activity:</p> <ul style="list-style-type: none"> Group Discussion and Lecture GTI Scenario Exercise Project Team assignment and initial team meeting Possible guest speaker <p>Reading:</p> <ul style="list-style-type: none"> McCrie (textbook) Chapter 1 POA Chapter 1 - "POA" refers to Protection of Assets, Security Management Volume. Relevant chapters will be posted on the WorldClassRoom site CSO Guideline from ASIS (on WorldClassRoom), pay particular attention to Sections 12, 13 and 14

When	Topic	Notes
Lecture/Discussion Week 3	Adding Human Capital	<p>Subject Matter:</p> <ul style="list-style-type: none"> • Adding people to your organization • Types of staff - proprietary, contract, mixed <p>Activity:</p> <ul style="list-style-type: none"> • Group Discussion and Lecture • Introduction of your Project Team's Business Scenario company • Project Team meeting time (per discussion in Week 2) • Possible guest speaker <p>Reading:</p> <ul style="list-style-type: none"> • McCrie (textbook) Chapter 2 and 3
Lecture/Discussion Week 4	The Importance of Resources and Financial Management	<p>Subject Matter:</p> <ul style="list-style-type: none"> • Budgets • Finances • Business Ratios <p>Activity:</p> <ul style="list-style-type: none"> • Group Discussion and Lecture • Present the outline structure of your proposed security department • Project Team meeting time (per discussion in Week 2) <p>Reading:</p> <ul style="list-style-type: none"> • McCrie (textbook) Chapter 8 • POA Chapter 2
Lecture/Discussion Week 5	Working Nice with Others and Getting the Message Out	<p>Subject Matter:</p> <ul style="list-style-type: none"> • Socializing your program • Employee and Public Relations • WIFM - Important? <p>Activity:</p> <ul style="list-style-type: none"> • Group Discussion and Lecture • Present the finalized, formal structure of your team's security department • Present your preliminary security department budget • Possible guest speaker - P&L • Project Team meeting time (per discussion in Week 2) <p>Reading:</p> <ul style="list-style-type: none"> • McCrie (textbook) Chapter 8 • Material on WorldClassRoom
No class - Holiday Week 6	Thanksgiving Day (no Zoom meeting)	<p>Activity: No class meeting in due to holiday. Do the reading, will discuss next week. We <i>may</i> have to go a bit long next week to cover all the topics.</p> <p>Reading:</p> <ul style="list-style-type: none"> • McCrie (textbook) Chapter 4 • Material on WorldClassRoom

When	Topic	Notes
Week 7	Evaluating your security program. Getting and Leveraging a Seat at "The Table"	<p>Subject Matter: NOTE: Due to last weeks holiday, we may run up to an hour over this week</p> <ul style="list-style-type: none"> • Program evaluation - qualitative, quantitative • Setting Metrics • Budget compliance • "Selling" your security program • Security as a service <p>Activity:</p> <ul style="list-style-type: none"> • Present your project team's finalized department budget • Present your project team's finalized formal structure of your security department • Group Discussion and Lecture • Review students progress on Security Provider Interview and Business Analysis • Project Team meeting time (per discussion in Week 2) • Possible guest speaker <p>Reading:</p> <ul style="list-style-type: none"> • Material on WorldClassRoom
Lecture/Discussion Week 8	Some of Today's Challenges in Security Management	<p>Subject Matter:</p> <ul style="list-style-type: none"> • What are our challenges as security professionals • COVID 19 - fluke or future? • Physical security a thing of the past? <p>Activity:</p> <ul style="list-style-type: none"> • Group Discussion and Lecture • Final Project Team presentation of Business Scenarios <p>Reading:</p> <ul style="list-style-type: none"> • McCrie (textbook) Chapters 10 and 11 • Material on WorldClassRoom
Lecture/Discussion Week 9	Course Wrap-up and the Future	<p>Subject Matter:</p> <ul style="list-style-type: none"> • The future of Security Management <p>Activity:</p> <ul style="list-style-type: none"> • Group Discussion and wrap-up • Review Final Exam • Review Security Provider Interview and Business Analysis submission <p>Reading:</p> <ul style="list-style-type: none"> • Material on WorldClassRoom <p>ONLINE EVALUATION: https://evaluation.webster.edu - available weeks 8 & 9, posted in WorldClassroom as well under My Course Evals</p>

* Course Policies

Professor's Expectation of Student Competency

In addition to having successfully completed SECR 5000, each student is expected to perform graduate level work, understand the basic principles of security management and business management, and be able to apply appropriate knowledge and techniques to real-world situations. Students should have the capability to compile professional reference material, analyze its contents, draw conclusions and present them effectively in written form.

Students are expected to make active use of the WorldClassroom (Canvas) site. This includes checking for reading assignments, course activities, handouts, web resources and other materials each week. With the hybrid WebEx/Classroom model, there may be Discussion Board question, with due dates, to which you must respond.

Check your Webster University email regularly, daily is best. My primary method of communications with the class, outside of class meetings, is via email.

Be engaged, ask questions, participate, offer your experiences, share ideas and best practices

Due Dates

All assignments and class discussion inputs must be submitted by the due date specified in World Classroom (Canvas) for the class week. Due dates for written assignments and examinations are listed along with the assignment and/or examination. Students submitting assignment after the due date must notify the instructor in advance. Late work will be penalized appropriately.

Written Assignments

Written assignments will be submitted via the Course Site in WorldClassRoom as Microsoft Word files.

Documents will be written in 12 point, New Times Roman font, double space with one inch margins. Students will use proper English grammar and spelling as well as submitting a professionally acceptable work product.

Work product for the Group Project (briefing slides, spreadsheets, etc.) will also be submitted via the Course Site in WorldClassRoom. The methodology for this will be discussed in the Week 1 class.

If there is a technical problem submitting the written assignment through the Course Site, it may be sent to the instructor via email.

Grading

Students will be graded based on their performance of **graduate-level work** and active class participation. Students are expected to participate in class discussion by providing their perspective and interacting with others in the class on the subject matter. Class discussions are conducted in an informal atmosphere, but must remain cordial and professional.

Institutional Policies

Academic Policies

Academic policies provide students with important rights and responsibilities. Students are expected to familiarize themselves with all academic policies that apply to them. Academic policies for undergraduate students can be found in the Undergraduate Studies Catalog; graduate students should review the Graduate Studies Catalog.

Undergraduate Studies Catalog

The Undergraduate Studies Catalog contains academic policies that apply to all undergraduate students. The *academic policies and information* section of the catalog contains important information related to **attendance, conduct, academic honesty, grades, and more**. If you are an undergraduate student, please review the catalog each academic year. The current Undergraduate Studies Catalog is at:

<http://www.webster.edu/catalog/current/undergraduate-catalog/> (<http://www.webster.edu/catalog/current/undergraduate-catalog/>)

Graduate Studies Catalog

The Graduate Studies Catalog contains academic policies that apply to all graduate students. The *academic policies* section of the catalog contains important information related to **conduct, academic honesty, grades, and more**. If you are a graduate student, please review the catalog each academic year. The current Graduate Studies Catalog is at:

<http://www.webster.edu/catalog/current/graduate-catalog/> (<http://www.webster.edu/catalog/current/graduate-catalog/>)

Grading

The Grades section of the academic catalog outlines the various grading systems courses may use, including the information about the final grade reported for this class.

Undergraduate

<http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading>
(<http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading>)

Graduate

<http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades>
(<http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades>)

Incomplete

There are important policies that govern grades of Incomplete (I), including the circumstances under which Incomplete grades are granted, deadlines for completion, and consequences should the remaining course work not be completed. It is the responsibility of a student who requests an Incomplete to ensure that he/she understands and follows the policies.

Grade Appeals

Instructors are responsible for assigning grades, and student should discuss grade issues with the instructor. Policies and procedures for appealing grades are available in the appropriate catalog.

Academic Honesty Policy

Webster University is committed to academic excellence. As part of our Statement of Ethics, we strive to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, plagiarism and all other forms of academic dishonesty. Academic dishonesty is unacceptable and is subject to a disciplinary response. Students are encouraged to talk to instructors about any questions they may have regarding how to properly credit others' work, including paraphrasing, quoting, and citation formatting. The university reserves the right to utilize electronic databases, such as Turnitin.com, to assist faculty and students with their academic work.

The University's Academic Honesty Policy is published in academic catalogs:

Undergraduate

<http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html>
(<http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html>).

Graduate

<http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html>
(<http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html>).

As a part of the University commitment to academic excellence, the Academic Resource Center provides student resources to become better acquainted with academic honesty and the tools to prevent plagiarism in its many forms:

http://www.webster.edu/arc/plagiarism_prevention/ (http://www.webster.edu/arc/plagiarism_prevention/).

Statement of Ethics

Webster University strives to be a center of academic excellence. The University makes every effort to ensure the following:

- The opportunity for students to learn and inquire freely
- The protection of intellectual freedom and the rights of professors to teach
- The advancement of knowledge through scholarly pursuits and relevant dialogue

To review Webster University's statement of ethics, see the Undergraduate Studies Catalog and the Graduate and Studies Catalog:

Undergraduate

<http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics>
(<http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics>).

Graduate

<http://www.webster.edu/catalog/current/graduate-catalog/ethics.html> (<http://www.webster.edu/catalog/current/graduate-catalog/ethics.html>).

Contact Hours for this Course

It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, the content must be covered at another time.

Important Academic Resources

Academic Accommodations

Webster University makes every effort to accommodate individuals with academic/learning, health, physical and psychological disabilities. To obtain accommodations, students must identify themselves and provide documentation from a qualified professional or agency to the appropriate campus designee or the Academic ADA Coordinator at the main campus. The Academic ADA Coordinator may be reached at 314-246-7700 or disability@webster.edu (<mailto:disability@webster.edu>).

If you have already identified as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor of the accommodations you will require for this class at the beginning of the course.

Academic Resource Center

Additional support and resources may be accessed through the Academic Resource Center (ARC). Support and resources include academic counseling, accommodations, assistive technology, peer tutoring, plagiarism prevention, testing center services, and writing coaching. Visit www.webster.edu/arc (<http://www.webster.edu/arc>) or Loretto Hall 40 on the main campus for more information.

Student Success Portal

Webster University's Student Success Portal, powered by Starfish, is a communications tool to connect students with faculty members and campus support services. It allows faculty and staff members to communicate with you regarding academic achievements as well as areas where support may be helpful. You may use the portal to contact faculty and staff members for assistance and to arrange meetings. Activity in the portal will be communicated to your Webster University email account. The Student Success Portal is available via your course home page in WorldClassRoom or via Connections. Learn more about the Student Success Portal at

<http://www.webster.edu/success/students.html> (<http://www.webster.edu/success/students.html>).

University Library

Webster University Library is dedicated to supporting the research needs and intellectual pursuits of students throughout the University's worldwide network. Resources include print and electronic books, journal articles, online databases, DVDs and streaming video, CDs and streaming music, datasets, and other specialized information. Services include providing materials at no cost and research help for basic questions to in-depth exploration of resources. The gateway to all of these resources and services is <http://library.webster.edu> (<http://library.webster.edu/>). For support navigating the library's resources, see <http://libanswers.webster.edu/> (<http://libanswers.webster.edu/>) for the many ways to contact library staff.

Drops and Withdrawals

Drop and withdrawal policies dictate processes for students who wish to unenroll from a course. Students must take proactive steps to unenroll; informing the instructor is not sufficient, nor is failing to attend. In the early days of the term or semester, students may DROP a course with no notation on their student record. After the DROP deadline, students may WITHDRAW from a course; in the case of a WITHDRAW, a grade of W appears on the student record. After the WITHDRAW deadline, students may not unenroll from a course. Policies and a calendar of deadlines for DROP and WITHDRAW are at:

Undergraduate

<http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html>
(<http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html>).

Graduate

<http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html> (<http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html>).

Academic Calendar - <http://www.webster.edu/academics/academic-calendar/> (<http://www.webster.edu/academics/academic-calendar/>).

Current tuition rates, policies, and procedures, including details of pro-rated tuition refunds, are available in the "Tuition, Fees, and Refunds" section of Webster's Academic Catalogs:

Undergraduate

<http://www.webster.edu/catalog/current/undergraduate-catalog/tuition.html>
(<http://www.webster.edu/catalog/current/undergraduate-catalog/tuition.html>).

Graduate

<http://www.webster.edu/catalog/current/graduate-catalog/tuition.html> (<http://www.webster.edu/catalog/current/graduate-catalog/tuition.html>).

Student Handbook and Other Important Policies

Student handbook and other non-academic policies may apply to you and may impact your experience in this class. Such policies include the student code of conduct, privacy, technology and communications, and more. Please review the handbook each year and be aware of policies that apply to you. The handbook is available at:

<http://www.webster.edu/student-handbook/> (<http://www.webster.edu/student-handbook/>).

Sexual Assault, Harassment, and Other Sexual Offenses

Webster University makes every effort to educate the community to prevent sexual assault, harassment, and other sexual offenses from occurring, and is committed to providing support to those affected when this behavior does occur. To access information and resources or to review the Policy on Sexual Assault, Harassment, and Other Sexual Offenses, visit:

<http://www.webster.edu/sexual-misconduct/> (<http://www.webster.edu/sexual-misconduct/>).

Research on Human Subjects

The Webster University Institutional Review Committee (IRB) is responsible for the review of all research on human subjects. The IRB process applies to all Webster University faculty, staff, and students and must be completed prior to any contact with human subjects. For more information on the IRB, visit:

<http://www.webster.edu/irb/index.html> (<http://www.webster.edu/irb/index.html>).

Course Evaluations

At the end of this course, you will have the opportunity to provide feedback about your experience. Your input is extremely valuable to the university, your instructor, and the department that offers this course. Please provide your honest and thoughtful evaluation, as it helps the university to provide the best experience possible for all of its students.

Important Technology Information

Connections Accounts

Webster University provides all students, faculty, and staff with a University email account through Connections. Students are expected to activate their Connections account and regularly check incoming University email. Students may choose to have their University email forwarded to an alternate email address. Connections account holders can call the Help Desk (314-246-5995 or toll free at 1-866-435-7270) for assistance with this setup. Instructions are also provided on the Information Technology website at:

<http://www.webster.edu/technology/service-desk/> (<http://www.webster.edu/technology/service-desk/>).

WorldClassRoom

WorldClassRoom is Webster's Learning Content Management System (LMS). Your instructor may use WorldClassRoom to deliver important information, to hold class activities, to communicate grades and feedback, and more. WorldClassRoom is available using your Connections ID at:

<https://worldclassroom.webster.edu/> (<https://worldclassroom.webster.edu/>).

Webster Alerts

Webster Alerts is the University's preferred emergency mass notification service, available free to current students, faculty and staff at all US campuses. By registering a valid cell phone number and email address, you will receive urgent campus text, voice mail and email communications. Valuable information concerning a range of incidents affecting you - from weather-related campus closures, class delays and cancellations, to more serious or life-threatening events - are immediately and simultaneously delivered through multiple communication channels. To register for Webster Alerts, visit:

<http://www.webster.edu/technology/services/webster-alerts/> (<http://www.webster.edu/technology/services/webster-alerts/>).

Campus Information

Due to the Education Centers not re-opening at Ft. Belvoir, as of yet, *please* meet via Zoom for the Fall 2 term.

Instructors will post the meetings in WorldClassroom/Canvas for students to log in each week (added security measure). On the left side with all the hyperlinks there will be one for Zoom.

We recommend Chrome for the browser and please mute yourself when not speaking, also only you are able to unmute yourselves in Zoom. If there are many participants it also might be wise to disengage video too (or if bad weather) if low band width messages continually appear.

Webster University - Fort Belvoir:

Barden Education Center: 9625 Belvoir Road, bldg. 1417

Fort Belvoir, VA 22060

Phone (703) 781-7942

belvoir@webster.edu

Additional Items

Emerson Library: library.webster.edu

There is a live chat feature - home page, contact a librarian (middle of page, middle box): Chat with a librarian on left side (might have to scroll down a bit) - accessible 24 hours a day.

The WSBT subject librarian is:

Business & Management	Mary Anne Erwin	800-985-4279	maerwin@webster.edu
-----------------------	---------------------------------	--------------	--

Please use these excellent resources!

Additionally in WordClassroom - on the left navigation side: Select Help (?): Other resources - here there are links to other departments including: Academic Resource Center (ARC), Writing Center, Petitions to Graduate and more.