

CRIM.3120 – 201

Security Management

Fall 2025

Mon. & Wed.: 3:30 – 4:45 p.m.

Instructor

Professor: Dr. Chris Linebarger

Email: Christopher.Linebarger@uml.edu

Course Website: Canvas

Office: HSSB 435

Office Hours: Mon. & Wed., 12:00 pm – 1:30 pm

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; and,
- Appreciate the need for security in an increasingly globalized world.

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 Canvas system. These are listed on the course calendar below.

- Robert J. Fischer, Edward P. Halibozek, and David C. Walters. 2018. *Introduction to Security. Tenth Edition.* Butterworth-Heinemann Publications. ISBN: 978-0128053102.

Student Mental Health and Well-being

We are a campus that cares about the mental health and well-being of all individuals in our campus community, particularly during this uncertain time. If you or someone you know are experiencing mental health challenges at UMass Lowell, please contact Counseling Services, who are offering remote counseling via telehealth for all enrolled, eligible UMass Lowell students who are currently residing in Massachusetts or New Hampshire. I am available to talk with you about stresses related to your work in my class.

Link to Counseling Services: <https://www.uml.edu/student-services/counseling/>

Disability Services

If you have a documented disability that will require classroom accommodations, please notify me as soon as possible, so that we might make appropriate arrangements. Please speak to me during office hours or send me an email, as I respect, and want to protect, your privacy. Visit the Student Disability Services webpage for further information.

Link to Student Disability Services:<https://www.uml.edu/student-services/Disability/>

Academic Integrity Policy

All students are advised that there is a University policy regarding academic integrity. It is the students' responsibility to familiarize themselves with these policies. Students are responsible for the honest completion and representation of their work.

Students should follow accepted ethical and moral standards in their academic work. Academic misconduct, including plagiarism or cheating, will result in a zero on the assignment in question.

Use of Generative AI in this course is prohibited. Please note that UMass Lowell maintains a policy about the use of Generative AI. It can be found at the link to UMass Lowell's general policy on academic integrity.

Link to UMass Lowell policy: <https://www.uml.edu/catalog/undergraduate/policies/academic-policies/academic-integrity.aspx>

University Privacy Statement

UMass Lowell recognizes the importance of mutual trust between students and faculty. Neither faculty nor students may record video or audio of a course or private conversation without all parties' consent. Massachusetts is a two-party consent state, which means it is illegal to record someone without their permission. Recordings of classroom lectures are the intellectual property of the instructor. Instructors have the right to prohibit audio and video recording of their lectures, unless the requesting student is registered with Disabilities Services and recording of class sessions is an approved accommodation. In addition, sharing of or selling recordings of classroom activity, discussions or lectures with any other person or medium without permission of the instructor is prohibited.

Classroom Courtesy

Classroom courtesy is an essential component of creating an effective learning environment. All students have the right to learn without unnecessary distractions, and to do so without awkward confrontations with their fellow students. It is your responsibility to be on time and stay for the entire class. In circumstances where you need to leave early, tell the professor beforehand. If you are unavoidably late, please enter the classroom with as minimum a disruption as possible. Repeated disruptions of class will lead to a reduction in your final grade.

Most importantly, class discussions of issues relating to politics, security strategies, and criminology can lead to strong feelings and heated debate. Because this is a college classroom, all discussion must be respectful and scholarly.

Scholarly Comments:

- are respectful of diverse opinions and open to follow up questions and/or disagreement
- are related to class and/or the course material
- focus on advancing the discussion about issues related to the course and/or course material rather than personal beliefs, and
- are delivered in normal tones and a non-aggressive manner.

Unacceptable Comments:

- are personal in nature. This includes attacks on a person's appearance, demeanor, or political beliefs.
- include interrupting the instructor or other students. Raise your hand and wait to be recognized.
- often use the discussion to argue for political positions and/or beliefs. If political discussions arise, they must be discussed in a scholarly way (see above).
- may include using raised tones, yelling, engaging in arguments with other students and being threatening in any manner.

- include ignoring the instructor's authority to maintain the integrity of the classroom environment.

Mobile Device Policy

Please refrain from texting, emailing, and other activities that will distract from your ability to interact with others or learn the material. Please silence your devices.

Late Assignment Policy

Late submissions will only be tolerated in exceptional cases (such as a medical or family emergency). Without proper documentation, assignments that are submitted late will receive an automatic 10 percent reduction per day. Assignments submitted more than 5 days after the deadline will not be accepted and will receive a zero.

Inclement Weather, Class Cancelations, and Remote Learning

If, for any reason, a class is unable to meet as regularly scheduled, the instructor will make adjustments to the class schedule.

Assignments

The class contains a total of 200 possible points. There are five major components to the class. The point breakdown for each is listed below:

1. Attendance and Professionalism (20 points total);
2. Reflection Papers (20 points total);
3. Two exams (45 points each, 90 points total);
4. One security survey (20 points);
5. One paper (50 points).

Deadlines

The table below shows each assignment's window of availability and its due date. All assignments are due at 11:59 PM of their respective due dates.

Assignment	Assignment Window	Due Date
Week 2 Reflection Paper	Sept. 8 – Sept. 14	Sept. 14
Week 3 Reflection Paper	Sept. 15 – Sept. 21	Sept. 21
Security Survey	Sept. 29 – Oct. 5	Oct. 5
First Exam	Oct. 15	Oct. 15
Week 9 Reflection Paper	Oct. 27 – Nov. 2	Nov. 2
Week 10 Reflection Paper	Nov. 3 – Nov. 9	Nov. 9
Paper	Until deadline	Nov. 23
Second Exam	Finals Week	Finals Week

1 – Attendance and Professionalism (20 points total)

Attendance:

I will regularly take roll and then post your attendance record in Canvas. Your attendance grade will be based upon the proportion of times you attend out of the total number of time that I take the roll. You have two “free” absences before they will impact your grade.

Professionalism:

Although lectures comprise most of this class, it is my intention to also emphasize discussion. 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. 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 you are expected to act in a professional manner.

Other ways to lose 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 become sick and must leave early, please email me afterwards.

2 – Reflection Papers (5 points each; 20 points total)

During some weeks of the semester, I will provide a prompt in Canvas. Each student will need to write a 500 word reflection paper that responds to these questions by 11:59 PM on Sunday. These reflection papers are to be based on a critical understanding of the readings. The Reflection Papers

are to be free of unsupported opinion and are, instead, to be focused on objective analysis of the issues posed in the prompts. Reflection papers should be double spaced, with one inch margins. A cover page is not necessary.

3 – Two exams (40 points each)

There will be two exams in this class. These exams pose written questions based on lectures and readings. Neither exam is cumulative.

“Make up” exams are available only for legitimate family and medical related emergencies, and school-sanctioned events in which the student is a direct participant. Students seeking a “make up” exam must provide documentation and must contact me as far in advance of the exam as possible. I will then set a time and a place for you to take the exam. Please note that although “make up” exams will test the same material as the standard exams, the questions themselves may be altered.

4 — Security Survey (20 points)

You are to complete a Security Vulnerability Survey by the due date specified on the Deadlines table above. Examples can be found in Canvas.

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.
- 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.
- Render a conclusion about whether the recommendations are cost-effective.

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

5 – One paper (50 points)

All students are to submit a **2000 word paper on the dates specified**. 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. 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.

Your 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.

Additional paper policies

Additional policies for the paper are as follows:

1. I will set Canvas to allow repeated submissions until the deadline. In this way, you can check your paper for plagiarism and modify your paper. Only your final submission will be graded, and only the final plagiarism report will be counted. Further instructions for submission will be provided when we are closer to the due date.
2. Your essay is to have one-inch margins, double-spacing, 12 point font, and a standard typeface (e.g., Times New Roman, Arial, Calibri, etc.).
3. A cover sheet or running head should be included. No abstract is to be included.
4. 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 point reduction per day. Essays submitted more than 72 hours after the deadline will not be accepted and will receive a zero.
5. 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.
6. You must use 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, questionable websites and encyclopedias are not permitted for use as references. Generally, questionable websites include anything with a ".com" or a ".org" top level domain. Citing or giving attribution to Wikipedia

or any other encyclopedia resource is expressly forbidden (including, but not limited to, Encyclopedia.com and History.com).

7. You should use at least **five scholarly sources**. News articles and other sources can be cited, but do not count toward the five academic sources. Citations should be made for all references to facts, figures, assertions, claims, etc. The point of a citation is to signal to the reader where your evidence comes from, as well as the ideas upon which your essay rests. They do not exist simply to reference quotations. As a general rule, every paragraph must include citations.
8. Please use parenthetical citations, in APA format.
9. A full reference list must also be included at the end of the essay, listing all sources in alphabetical order. The reference list must be excluded from the page count.
10. 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.

Paper grading criteria

Papers are graded on the following criteria (with points out of 50 in parentheses):

1. **Argument (5):** Stated in introduction? Convincing? Original?
2. **Analysis (15):** Critical discussion/evaluation of facts? Conclusions logical?
3. **Coherence & Structure (7.5):** Line of argumentation? Contradictions? Terms used consistently? Logical Structure?
4. **Research (15):** Enough relevant sources? Quality of sources? Primary sources? Attribution given in text to all facts?
5. **Language and form (7.5):** Grammar/punctuation? Page numbers? Paragraphs? Referencing? Bibliography?

Each one of these criteria will then be graded according to whether it has (with percentages for each category):

- **No issues (-0 %);**
- **Minor issues (-10 %);**
- **Moderate issues (-30 %);**
- **Major issues (-50 %);**
- **Severe issues (-70 %);**
- **Significant issues (-100 %).**

Grades

Grades are assigned according to the following scale:

Letter Grade	Percentage
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%

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.

Week 1, Sept. 3: Introduction

- No readings.

Week 2, September 8: History of Security & Security Today (Part 1)

- Fischer et al. Chapter 1, “Origins and development of 21st Century Security.” **Text**

Week 2, September 10: NO CLASS (Professor at conference)

- No readings.

Week 3, September 15: History of Security & Security Today (Part 2)

Required readings:

- Fischer et al. Chapters 2. “Defining security’s role.” **Text**

Week 3, September 17: History of Security & Security Today (Part 3) *Required readings:*

- Fischer et al. Chapters 5. “Homeland Security: Security Since September 11, 2001 and Beyond.” **Text**

Week 4, Sept. 22: Legal Aspects of Security

Required readings:

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

Week 4, Sept. 24: Risk Analysis (part 1)

Required readings:

- Fischer et al. Chapter 7. “Risk Analysis.” **Text**

Week 5, Sept. 29: Risk Analysis (part 2)

Required readings:

- Michael Greenberg et al. 2012. “Ten Most Important Accomplishments in Risk Analysis, 1980–2010.” *Risk Analysis* 32(5). **BB**

Week 5, Oct. 1: Physical Security

Required readings:

- Fischer et al. Chs. 8. “Interior and Exterior Security Concerns.” **Text**

Week 6, Oct. 6: Contingency Planning, Emergency Response, and Disaster Recovery (Part 1)

Required readings:

- Ch. 11. “Contingency Planning, Fire Protection, Emergency Response, and Safety.” **Text**

Week 6, Oct. 8: Contingency Planning, Emergency Response, and Disaster Recovery (Part 2)

Required readings:

- Enrico Quarantelli. “The future is not the past.” **BB.**

Week 7, October 13: UNIVERSITY HOLIDAY. NO CLASS.

Week 7, October 15: MIDTERM EXAM.

Week 8, October 20: Competitive Intelligence (Part 1)

Required readings:

- Michael Warner. 2007. "Wanted: A Definition of Intelligence." *Studies in Intelligence*. 46(3). <https://www.cia.gov/static/72b2d4c0d01e4e05c60ff7d37fdd68b1/Wanted-Definition-of-Intel.pdf> Web.

Week 8, October 22: Competitive Intelligence (Part 2)

Required readings:

- Brian Nussbaum. 2017. "Predicting Corporate Intelligence Agencies in the 1960s." War on the Rocks. Available online: <https://warontherocks.com/2017/01/predicting-corporate-intelligence-agencies-in-the-1960s/> Web.

Week 9, October 27: Competitive Intelligence (Part 3)

Required readings:

- Phillip C. Wright. 1999. "Industrial espionage and competitive intelligence: one you do; one you do not." *Journal of Workplace Learning* 11(2). **BB**.

Week 9, October 29: Personnel Security / Management Theories (Part 1)

Required readings:

- Fischer et al. 12, "Internal Theft Controls/Personnel Issues." **Text**

Week 10, Nov. 3: Personnel Security / Management Theories (Part 2)

Required readings:

- W.C.H. Prentice. "Understanding Leadership." *Harvard Business Review*. <https://hbr.org/2004/01/understanding-leadership> Web.

Week 10, November 5: Personnel Security / Management Theories (Part 3)

Required readings:

- Travis Bradberry. 2019. "What Makes a Leader?" <https://www.linkedin.com/pulse/what-makes-leader-dr-travis-bradberry/> Web.

Week 11, November 10: Cyber Security / Artificial Intelligence (Part 1)

Required readings:

- Fischer et al. Chapter 17. “Computer Technology and Information Security Issues.” **Text**

Week 11, November 12: Cyber Security / Artificial Intelligence (Part 2)

Required readings:

- Justin Sherman and Deb Crawford. 2018. “Securing America’s Connected Infrastructure Can’t Wait.” *War on the Rocks*. <https://warontherocks.com/2018/12/securing-americas-connected-infrastructure-cant-wait/> **Web.**

Week 12, November 17: Cyber Security / Artificial Intelligence (Part 3)

Required readings:

- Jason Healy. 2022. “Preparing for Inevitable Cyber Surprise.” *War on the Rocks*. <https://warontherocks.com/2022/01/preparing-for-inevitable-cyber-surprise/> **Web.**

Week 12, November 19: Security in Unstable Countries / Strategic Security (part 1)

Required readings:

- Mangesh Sawant. 2021. “The Chief Security Strategist in an Age of Uncertainty.” *Security Management*. <https://www.asisonline.org/security-management-magazine/latest-news/online-exclusives/2021/the-chief-security-strategist-in-an-age-of-uncertainty/> **Web.**

Week 13, November 24: Security in Unstable Countries / Strategic Security (part 2)

Required readings:

- “COVID-19 and Conflict: Seven Trends to Watch.” *International Crisis Group*. <https://www.crisisgroup.org/global/sb4-covid-19-and-conflict-seven-trends-watch> **Web.**

Week 13, November 26: THANKSGIVING BREAK (NO CLASS)

Week 14, December 1: Security in Unstable Countries / Strategic Security (part 3)

Required readings:

- 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 14, December 3: The Threat of Terrorism (part 1)

Required readings:

- Fischer et al. Chapter 16, “Terrorism: A Global Perspective.” **Text**

Week 15, December 8: The Threat of Terrorism (part 2)

Required readings:

- William F. Shughart. 2006. “An analytical history of terrorism, 1945–2000.” *Public Choice* 128(1): 7-39. **BB**

Week 15, December 10: Flex Day / Future of Security

Required readings:

- None. We will use this day to make up any material missed due to class cancellations. If no classes have been canceled, then we will wrap up the course by covering the future of security.

This syllabus is a guideline and is subject to change.

UPDATED: September 9, 2025