

# SECURITY MANAGEMENT STAGE 3

**21 May - 1 June 2012**  
**17-28 September 2012**

**Location: Thames Valley, UK**

This programme is designed to enhance security managers' ability to formulate security policy and manage security programmes at a regional or corporate level. Great emphasis is placed on broadening delegates' contribution to your organisation's security risk management strategy.

The course will culminate in a strategic security management simulation exercise, which is designed to provide a realistic context in which delegates, working in syndicates, can exercise the skills learned on the course. The exercise will be based around a series of security events which befall a notional company and will test delegates' ability to address the needs of company stakeholders in a balanced manner whilst simultaneously ensuring that corporate interests remain paramount.

It is assumed participants have already attended Security Management Stage 2 (or equivalent).

**This course may be used to earn credits towards the Middlesex University MSc Professional Practice in Corporate Security Management.**

## CONTENT

### **Enterprise Risk Management and Governance**

An overview of, and relationships between, security risk, strategic risk, political and legislative risk, financial risk, enterprise risk, operational risk, insurance risk and safety risk; security risk management and relevant legislation; corporate governance; managing risk perception

### **Global Risks and Corporate Continuity**

Emerging risk issues; the interaction of risk and business strategy; risk and corporate governance; risk mapping; the future risks that matter and those that don't turning risk into advantage

### **Corporate Social Responsibility**

The business case for corporate social responsibility; the elements of corporate social responsibility; social responsibility, ethics and security leadership; stakeholder communication; liaison with government

and non-government organisations; codes of business conduct and business best principles; dealing with unethical behaviour

### **Adding Strategic Value to Security Management**

Analysis of the latest research in scoping the developing role of security management; aligning security with corporate objectives; the message from the boardroom; broadening the contribution of the security management function to add strategic value; the concept of the Chief Security Officer

### **Setting a Vision for Corporate Security**

Integrating security into business plans and projects; marketing the security function to business and to the Board with the use of analytical and presentation tools; strategic planning; strategy fundamentals; the strategic vision; mission and the role of the Chief Security Officer in implementing strategies

### **Kidnap Risk Reduction and Response**

Kidnap types, perpetrators and outcomes; kidnap hotspots and current trends; information sources; the corporate duty of care; where kidnapping occurs; travel security protocols; risk reduction measures; use of executive protection specialists; countering pre-kidnap surveillance; kidnap sequence of events; immediate response to a disappearance; the immediate corporate response to a claim; proof of life; liaison with law enforcement agencies; K&R insurance and third parties; technology and victim tracking; conduct after capture

### **Illicit Trade and Counterfeiting**

Counterfeiting, the "grey market" and contraband; the global nature of counterfeiting; the effects of counterfeiting on stakeholders; identifying counterfeit risk-prone areas of company operations; counterfeiting risk reduction strategies and methodologies; conducting transnational brand enforcement operations

### **Dealing with Protest Activity**

Protest movement overview; environmentalist groups; anti-capitalist groups; single issue groups; determining whether a group is militant; the threat from protest activity; networked threats; targets for protest activity; methods of attack (physical and cyber-attack); mitigation methods; protecting key managers from protest attack; protest activity and event security; open information sources; covert intelligence sources; protection of reputation; external support in dealing with protest groups; engaging protest groups to reduce risk

### **Ethics, Corruption and Compliance**

Ethical expectations and standards; research into corporate ethics; dealing with ethical failures; operating in countries with high reported levels of corruption; the

US Foreign Corrupt Practice Act; the UK Bribery Act; typical elements of a corporate ethical policy; compliance with ethical expectations; whistleblowing

### Product Tampering and Extortion

The effects of malicious product tampering; factors giving rise to incidents of malicious product contamination; identifying malicious tampering risk-prone areas of company operations and product flow; crisis management and product recall procedures; reducing the risk of deliberate product contamination

### External Liaison and Stakeholder Engagement

Liaison with government and non-government agencies and organisations; identifying and engaging stakeholders and partners; implementing mutual aid arrangements; critical national infrastructure and interdependencies; ensuring corporate compliance with regulation; regulatory bodies

### Business Expansion – Security Considerations

Determining risk backgrounds of potential new operating environments; risk issues surrounding merger, acquisition and partnerships in new countries; political risk assessment methodologies; internal and external political risk drivers; due diligence of potential partners, suppliers and distributors; ethics and reputation management; specific-to-sector risks; stakeholder influence and expansion decisions; legal considerations in overseas expansion; managing reputational risk and local community considerations; report writing

### Security Considerations when Closing/Moving Operations

Personnel security issues arising out of closedown; disposal of equipment; securing the site; copper theft risk mitigation; secure transfer of assets; securing information; disposal of IT media; business contingency planning

### Security Intelligence

The nature of security intelligence; sources of security intelligence and security intelligence agencies; information and intelligence collection, analysis and dissemination; business security intelligence collection and best practice; corporate applications of security intelligence and information

### Change Management and Future Trends in Security

The external and internal drivers for change; planning for change; use of change management models; effective strategies for communicating change; identifying and responding to resistance to change

### Strategic Security Management Exercise

During the exercise phase delegates will have to appropriately and proportionally respond to a range of simulated strategic business, crisis and security issues that threaten business continuity, reputation and security of supply. Some of the event will be multi-site in impact. This will require the formation and operation of structures to respond to a range of notional events and to produce and present a post-exercise review, showing critical analysis of the situation and the delegates' performance, together with recommendations for future action.

### Multi-Site Security Management Project

This project, based around a multinational food and drinks company, requires delegates, working in groups, to design an overall security system and plan to cover a range of operations including managing the security of raw materials production across a number of countries, manufacturing at regional hubs, distribution of finished product to point of sale. The project comprises both a security strategy development phase and an exercise phase.

**£4985\* Plus VAT**

*Includes 12 nights full board accommodation from Sunday  
\*Non-residential fee available on request*

[Click here](#) to register. For further information please contact:

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*This course is accredited by Skills for Security, the UK skills and standards setting body for the Security Business Sector*