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Autore	Sennewald Charles A. <1931->
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Nota di contenuto	Front Cover; Effective Security Management; Copyright Page; Contents; Preface; PART I. General Security Management; Chapter 1. General Principles of Organization; Organization Principles; Where Security Fits in the Organizational Structure; Summary; Review Questions; Chapter 2. Organizational Structure; The Informal Organization; Subunit Structures; Corporate Culture; Summary; Review Questions; Chapter 3. Security's Role in the Organization; The Protective Service Role; Special Services; Educational Services; Management Services; Summary; Review Questions Chapter 4. The Security Director's RoleThe Security Director as a Leader; As a Company Executive; As an Executive with High Visibility; As an Executive with a Broad Profile; As an Innovator; As a Counselor and Advisor (In-House Security Consultant); As a Trainer; As a Contemporary Professional; As a Goal Setter and Strategic Planner; The New Security Director; Summary; Review Questions; Chapter 5. The Security Supervisor's Role; The Supervisor as an Inspector; The Supervisor and the Individual Employee; Supervisory Authority; The Supervisor as the "In-Between" Person The Supervisor's Span of ControlOne Boss; Automatic Shifting in the

Line of Command; Functional or Staff Supervision; Supervisory Training; Summary; Review Questions; Chapter 6. The Individual Security Employee; Standards of Conduct; Summary; Review Questions; PART II. Security Personnel Management; Chapter 7. Hiring Security Personnel; Hiring; Summary; Review Questions; Chapter 8. Job Descriptions; Accuracy and Completeness in Describing the Job; Matching Applicant to the Job; Employee's Understanding of the Job; Matching Training to Job Description
Performance Evaluations Based on Job Descriptions
Job Descriptions Are Current; Composition of the Job Description; Sample Job Description; Summary; Review Questions; Chapter 9. Training; Shortcomings of Typical "Training"; Training Defined; On-the-Job Training; Formal or Structured Training; POP Formula: Policy, Objective, Procedure; Training as Ongoing Responsibility; Types of Security Training Programs; Meeting Organizational Needs; Security Manual; Summary; Review Questions; Chapter 10. Discipline; The Supervisor's Role in Discipline
Disciplinary Problems Arising from Misunderstood Assignments
Basic Rules of the Disciplinary Process; Progressive Discipline; Self-Discipline; Summary; Review Questions; Chapter 11. Motivation and Morale; "Theory X" and "Theory Y"; Organizational Behavior; Work Motivation Theory; Demotivators; Summary; Review Questions; Chapter 12. Promotions; Identifying Promotional Candidates; Selection of the Right Candidate; The Board Interview; Following the Selection; Promotion from "within"; Vertical Promotion outside the Department; Advantages of Multiple Layers; "Temporary" Promotions; "Retreating"
Summary

Sommario/riassunto

Effective Security Management, 5e, teaches practicing security professionals how to build their careers by mastering the fundamentals of good management. Charles Sennewald brings a time-tested blend of common sense, wisdom, and humor to this bestselling introduction to workplace dynamics. Working with a team of sterling contributors endowed with cutting-edge technological expertise, the book presents the most accurately balanced picture of a security manager's duties. Its Jackass Management cartoons also wittily illustrate the array of pitfalls a new manager must learn to avoid in or
