SECURITY MANAGEMENT

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Abstract: *The international security environment is characterized by permanent changes such as, for instance, the increasing number of sources of insecurity (including juridical insecurity) and of the number of power cores and the emergence of new types of conflicts. However, there is no power core, be it old or more recent, that can compare to the United States, although the United States are going through a transition period from uni- to multi-polarity. Security has turned global and events can no longer be kept under control, therefore there is a need for solving the main security issues on the basis of renewing the security management principles and escaping the trap made by old dogmas and paradigms. The present paper is an attempt to define security management, to clarify essential knowledge in this domain and other complementary domains, as well as to integrate them in the concept of security management. The study stems from the assumption that there is a relationship of inter-dependence between management and security and that, through an inter-disciplinary approach, a new scientific discipline can be created – security management.*

Keywords: *security management, inter-disciplinary approach, management, security, definition.*

1. Introduction

In the domain of security, as well as in many other domains, most tragic events have a common cause: management errors/mistakes or insufficient knowledge in the respective field. Security/insecurity

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represents one of the domains in which dramatic, permanent changes occur, which requires the continuous definition of criteria and the inspired revision of decisions, as well as a type of security management answering the requirements of the security environment.

Nowadays, state-of-the-art technologies have proven the fact that politicians can no longer keep up with theory, they are not aware of the scientific aspects of decision making and they can no longer give solutions to the national security issues, which led to the citizens' loss of faith in the political class all around the world.

Methods, conceptual models and *„the current techniques of event analysis characterized by simultaneity, inter-conditionality and the emergence of unperceivable feedback loops"*[1] no longer correspond to the dramatic changes in the new security environment.

Security science represents, in this century, a fascinating domain of science, covering an inter-disciplinary research area, whose importance has grown in the last four decades, especially following the terrorist attacks on September 11th, 2001. There is a need for completely new instruments of security/action and new mechanisms of security (economic, political, diplomatic, social, military, technical etc.) in order to combat cross-border organized criminality and to prevent other terrorist attacks of the type and amplitude of those which happened in previous years, as well as the type of state terrorism exercised by tyrants against their own peoples. The quality of security personnel and process, determinations, connections and feed-back loop contributes to ensuring security. Security has become global, just as security management, and they no longer take into consideration the individual, the public institution, the administration, but rather all aspects of living on the blue planet. Managers, politicians and scientists have to take on risks so as to be able to keep events under control, which necessitates an innovation/improvement of security management. As a consequence, there is a need for new research in this domain of crucial significance for humanity as the managers in the security field are confronted with new security issues. Research on security and security management has underlined the conclusion that time has come to escape the circle of old dogmas and paradigms and to reconsider the principles of security (the

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[1] Francisc Tobă, *Decizia politică şi securitatea naţiunii,* Editura Licorna, 2003, p. 37.

principle of political security, the principle of economic security; the principle of cultural security, the principle of juridical security; the principle of technical security; the principle of social security; the principle of food security; the principle of energy security; the principle of demographic security; the principle of education security; the principle of medical (health) security; the principle of critical infrastructures security; the principle of IT security; the principle of nuclear security; the principle of chemical security; the principle of biological security etc.).

Also, there is a need to investigate the process of elaborating the nation's security strategy and re-analyze the scientifically based decision-making process in the security domain.[2]

Defining security management

Security management must have its own theory, like any other science. Therefore, there is a need to clarify as well as systemize the entire knowledge in this field, and to integrate it, including the knowledge pertaining to other sciences interfering with security management: methodology, techniques and instruments of leadership in the security domain.[3]

The specialists in security management have to modernize it and come up with significant results in this domain (in this science) through new methods based on science and technology. Security management will thus become a theoretical and practical-applied paradigm through outlining the knowledge with immediate and unmediated application in providing security and it will be constituted as a science with the aid of management theory, which is a scientific theory. The object of research of security management is undoubtedly the leadership/management of activities, actions, and processes of providing security (national, regional, zonal, continental and international).

Security management has investigation methods and principles, but so far nobody has revealed the laws specific to this new scientific discipline; not even its principles have been definitely formulated, while the

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[2] Francisc Tobă, *op. cit.,* p. 1
[3] Emil Mihuleac, *Ştiinţa managementului. Teorie şi practică,* Editura Tempus, Bucureşti, pp. 7-8.

approaches used until now are two: systemic and inter-disciplinary. Security management operates with the following basic elements: information/intelligence, people in general, and especially with representatives of organizations, security organizations, intelligence structures, strategies, doctrines, laws, instructions, national and international institutions of management (decision and strategy making bodies) in the following domains: military, political, economic, cultural, diplomatic, operational, forces and means of security, security resources, etc.

Thus, the domain covered by security management is absolutely immense and that is why specific compartments should be created within security structures which might reflect upon the security issues which have become more and more complex and, starting from this fundament, to elaborate viable solutions and optimal variants of action that need to be conveyed to the actual people performing these actions by competent, experienced people. Security management requires rigor, foresight, caution, and a huge capacity of comprising and comprehending the complexity of the security environment, the external and internal security issues.

According to the General Systems Theory, the main concepts of security management are the following: the systems at different levels (leadership system and composing sub-systems: of decision, of execution, and of information), the security management process and the security management mechanism.
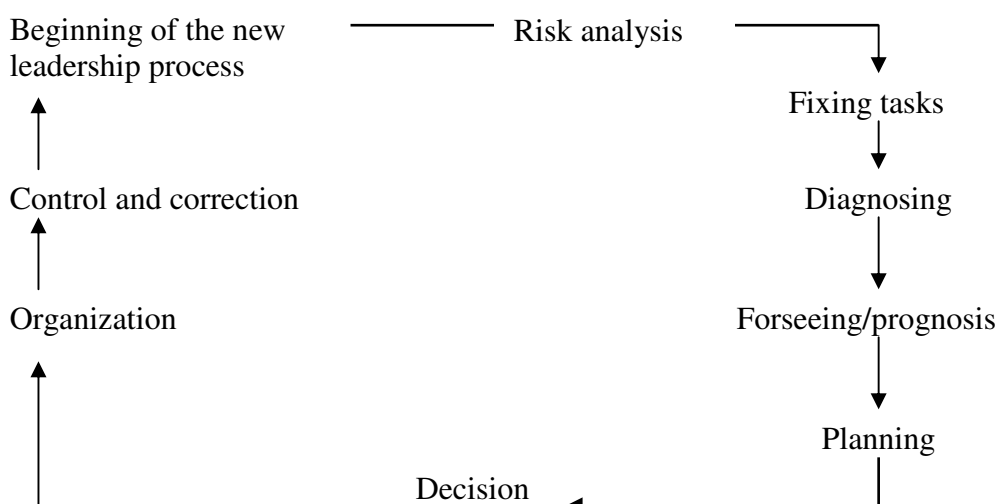

Figure no. 1. Security management process

The decision sub-system is obviously the one encompassing the cyclical decision making process according to the following scheme depicted in figure 1.

Security management consists in a number of juridical, military, organizational, technological, informational, or prognosis / planning and execution measures which are taken in order to pre-empt destructive actions and limit the effects of destructions / disasters and ensure the proper functioning of the institution / organization, nation, etc. or create the necessary conditions for resuming its activity in optimal time and as efficiently as possible (figure no. 2).

If *„risk and disaster management sets the potential dangers and the ways in which they may occur"*, then *„security management is the policy of reducing the identified risks"*[4] and effects generated by the actions of hostile forces. Establishing measures, preparing/training personnel and ensuring the means necessary to security *„are performed in connection to the risk assumed consciously, on the basis of formal conclusions resulting from risk analysis and disasters, following which a security strategy is established, conditioned by a paying a certain price which can be sustained"*[5]. Security management is preceded by the risk and disaster management, and the *„connection between them remains open, recurrent and permanent. In security issues, nothing can stagnate, because a frozen state means an insecure state"*[6].

From an etymological point of view, the notion of management is derived from the English verb „to manage". The definitions given so far to security management need explanations because they are incomplete and vague. The concept of security management came forward only after the emergence of „managers" as independent professionals exercising unmediated leadership. In 1969, at the 15th International Management Congress in Tokyo it was established by consensus that management is indeed a science.[7] However, security management appeared much later when the specific area of investigation of this type of management, as well

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[4] Gheorghe Ilie, *Risc şi securitate – articole, comunicări şi prelegeri,* volumul I, Articole publicate în revista Alarma (2005-2011), Editura UTI Press, Bucureşti, 2012, p. 32.
[5] Ibidem, p. 33.
[6] Ibidem, p. 34.
[7] Emil Mihuleac, *op cit.*, p. 11.

as its scientific research field were defined, being constituted as an individual scientific discipline (the security management science).
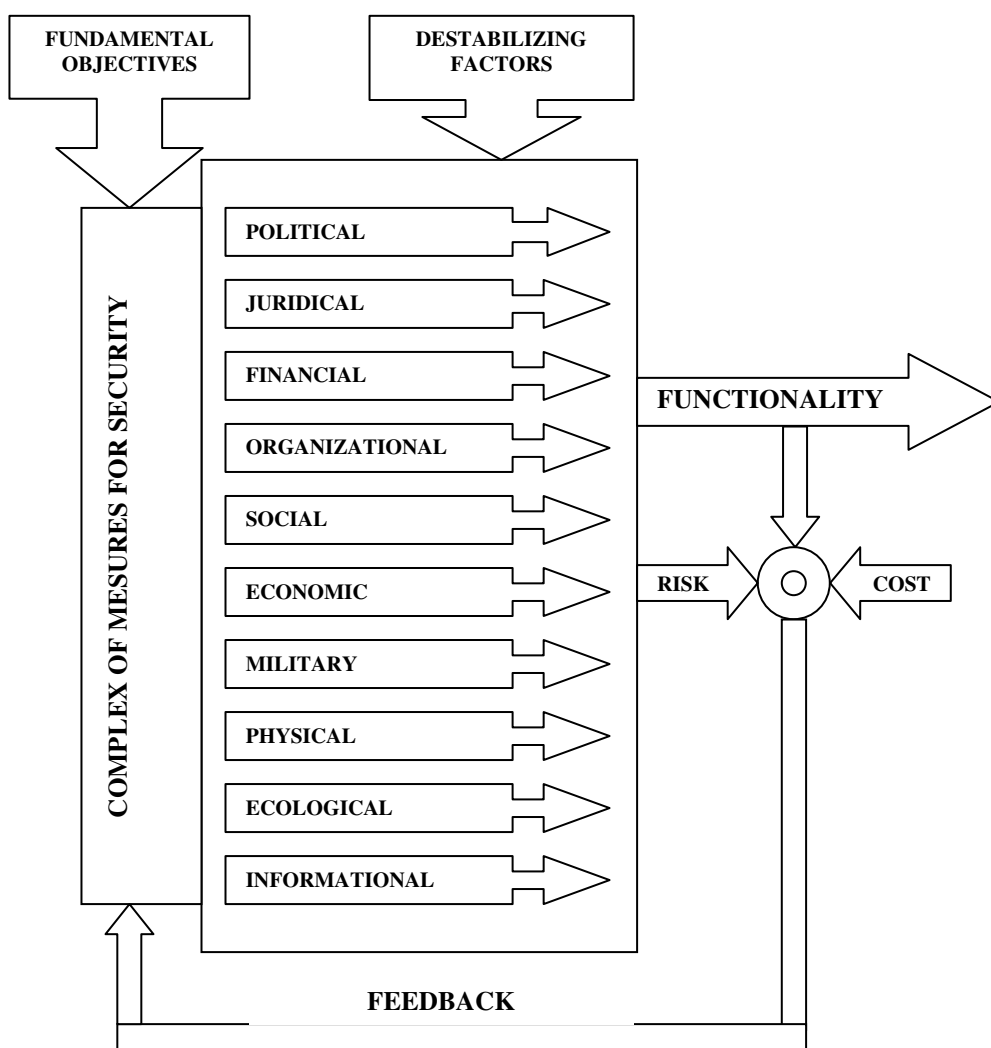

Figure no. 2. Cybernetic security management
Source: Gheorghe Ilie, *op. cit.*, p. 31.

The organizing principles of security management are the following: information, leadership, independence, cooperation, control,

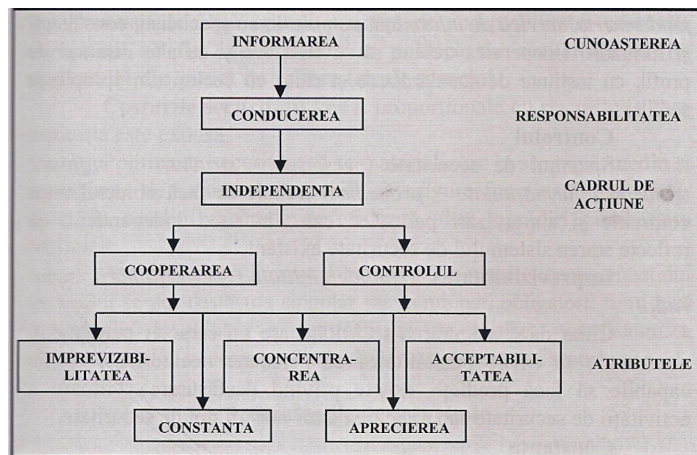unpredictability, concentration, consistence, appreciation /evaluation and acceptability (figure no. 3).

Figure no. 3. Principles of organizing security management

Source: Gheorghe Ilie, *Risc şi securitate – articole, comunicări şi prelegeri,* volumul I, Articole publicate în revista Alarma (2005-2011), Editura UTI Press, Bucureşti, 2012, p. 35.
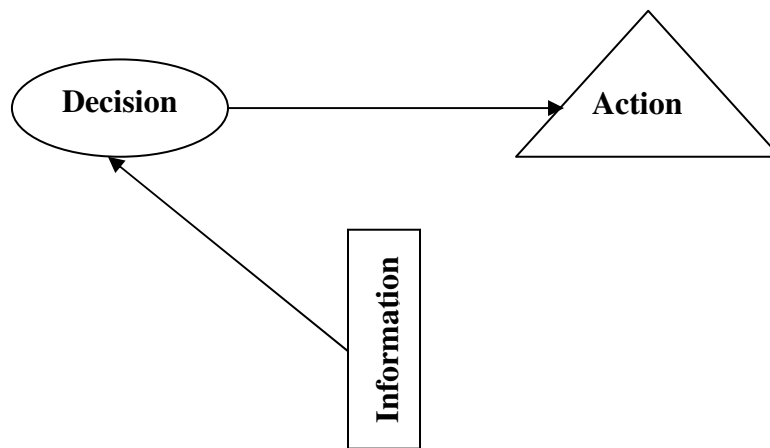

Figure no. 4. Triad: information-decision-action

Security management is performed schematically in the triad: information-decision-action, which, in everyday action, means: to know – to want – to be able to (figure no. 4).

In order to make a decision in the domain of national security, the information content has to be complete and veridical, and the information should be rendered in a timely manner (and not delayed). Information has to express only what is strictly necessary; it should be concrete and focused; it should be exact; it should be recent and verifiable. If a high national representative requires from the intelligence structures data and information which are private and strictly personal in nature, it means that he intends to become a dictator or contribute to the initiation of a dictatorship.

Intelligence structures have to provide information before events / phenomena happen, which means „feed forward" and not „feed-back"; they produce informative-operative syntheses and, for the Parliament, they produce the report regarding the state of the nation. Thus, the latter document refers to an extremely complex concept – the nation's state of security *„which involves every aspect of social life"* as well as cultural life *„and which is based on the contribution of all the organizations with management functions that a nation is capable of building and sustaining"*[8].

In order to elaborate and make the decision within the information flow, there is a series of sources: official sources, officious sources, sources and channels of public communication, officious communication which is classified as *secret* as well as those in the secret information system.

In the obtaining, collecting, and detaining information, the following principles have to be obeyed: the fidelity principle, the freedom of action principle, the principle of undercover work, the compartment division principle, the continuity principle, the legality principle, the uninterrupted cooperation principle, the finality principle etc.

At the highest national level, the leadership system is the Supreme Council of National Defense (CSAT) together with the Parliament that make decisions starting from the data and information provided by intelligence structures (SRI, SIE etc.), depicting the malfunctioning, vulnerabilities, threats and dangers, in order to elaborate a viable national security strategy. The highest level is the political decision-making level

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[8] Francisc Tobă, *op. cit.,* p. 1.

(Parliament, government and CSAT) where strategic decisions are made. The next levels are: strategic, operational and tactical, the tactical level being the one where decisions are put into practice.

Approaches regarding security management

The scientific points of origin of the security management are located directly in the constituents of the management and security science, and "indirectly in the scientific achievements of other sciences"[9]. It is necessary to see the actual connections of security management with each of them. Management as the point of origin of security management has an important "impact on its content in accordance with the objectives and criteria formulated by the state authorities, or to offer optimal solutions in certain circumstances for problems related to security practice and management"[10].

Security management has to be approaches from the following perspectives: integralistic, morphological, typological, functional, systemic and interdisciplinary.

Within the practical-applicative approach of security management, due attention must also be paid to compared management and the question arising is whether through performing a comparison among security management systems in various countries the best security systems are chosen. Thus, for instance, by comparing the security systems in Germany and France, in the aftermath of the successfully accomplished terrorist acts in France, may we conclude that at least at that moment the German security system and the security management in Germany were better than the French ones? In this sense, we consider that it is necessary to make *„comparative analyses between the ideological and scientific ways of making decisions"* and *„between the main science-based ways of projecting political decisions"[11]*.

By using the systemic approach, we take into consideration all the elements and connections of structure and functionality of security systems and security management in their interdependencies. The Methodology of General Systems Theory can be applied to any type of activity, therefore to

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[9] *Central European Forum on Military Education*, Security and Defence Quarterly, Warsaw, 2013, p. 63.
[10] Idem.
[11] Francisc Tobă, *op. cit.,* p. 211.

the activity in the domain of security or security management, while the only different aspects are the analysis means and techniques. The more fluid and dynamic the security environment is, the more complex are the composing elements and connections within the security system as well as their configurations, which necessitates a higher adaptability to the frequent changes of circumstances.

The relations of inter-dependence between the components (subsystems and elements) of the security system and security management determine an amplification of the efficiency and effectiveness of the system. The security system or that of security management are characterized by dynamic and growing (evolution) balance, by probabilistic behavior and by a high capacity to adapt to the changes in the security environment. This environment should not be interpreted in an ideological manner and political decisions have to be in accordance to social necessities and not at all with the interests of some parties. Since what is at stake here is the social necessities of the nation, we can conclude that the phrase „national security" is wrong (it is an ideological concept) and the right one, actually the scientific one, would be the security of the nation.[12] So, the security of the nation should be framed scientifically, on the basis of certain epistemological premises.

„The term security of the nation has been used for a long time by politicians in rhetoric discourses and by military leaders for describing their political goals"[13].

The systemic approach is characterized by a scientific vision due to the analogy of security phenomena and processes, as well as security management both as independent entities and as parts of a whole. This approach has the following advantages: it can contribute to the detailed analysis of the society and of destabilizing actions (internal and external); it can provide an effective instrument of research (investigation) of security structures as well as destabilizing (enemy) structures; it allows modeling the security actions and using computer systems; it contributes to measuring the security processes and security management in order to ensure security with

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[12] Ibidem, pp. 2-3.
[13] Daniel L. Sillis, *International Encyclopedia for the social science,* vol. II, Editura The Macmillian Company&The Free Press, New York, p. 41.

the help of security management. The political-military decision could receive scientific premises through a systemic methodology or with the aid of chaos theory.[14]

The literature in the field mentions the existence of a few „*decisional models: these are the determinist-causal, systemic and post-systemic models*"[15].

Because there is a unity between each system and the environment it is part of, any system represents an element (subsystem) of another superior system, and the hierarchy that results from it is the following: super-system, system, sub-system, partial system. Also, the elements comprised in each system are inferior systems. Any system is defined by input, states (including the capacity of a security system to be efficient) and output.

The inter-disciplinary character is given by the modern manner of approaching security management as a part of the methodology of science that focuses on the importance of connections based on the systemic structure of the Universe. There are a lot of inter-disciplinary subject matters, such as, for instance: information theory, security science, and security management.

Unlike multi-disciplinarity, inter-disciplinarity is based on a unitary approach by integrating all the phenomena and processes that are related to security in a unique system made through fusions, correlations, borrowing methods from other sciences or disciplines etc.[16]

Starting from the inter-dependency between management and security and through their unitary approach we may reach that system of knowledge in security management established through connections/links. Thus, inter-disciplinarity means creating a new discipline – Security management – and not a merger of the two disciplines (management and security).

The concepts and theories stemming from the two sciences (disciplines) should be well filtered through this inter-disciplinarity as security management cannot be built through adding different elements of sciences, but rather through rethinking and reformulating knowledge, concepts etc. Even management represents a science developed at the

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[14] James Gleick, *Chaos Making a New Science,* New York, Wilking, 1997, p. 11.
[15] Francisc Tobă, *op. cit.,* p. 41.
[16] Emil Mihuleac, *op cit.*, p. 15.

confluence of other sciences and not a unilateral vision just as some
economists approach everything as pure economy and legal advisers say
that we should behave always according to the law, which is not always the
case in complex reality. That is why we need an inter-disciplinary mentality
based on the complementariness of sciences. Thus, for instance, the effects
produced by political decisions in the state of security of the nation may be
investigated through the management knowledge and the security
knowledge, that is, through an inter-disciplinary vision, as decision is a
concept belonging to the science of management. The important security
issues of the globalized world we live in can only be solved through inter-
disciplinarity. Thus, for instance, in security management, only inter-
disciplinarity can solve what cannot be solved by only one discipline or
subject matter. That is why, it would be a good idea that the students who
study security management at university to also study inter-disciplinarity – a
subject matter for only one semester in which to attain basic knowledge in
this scientific domain. Also, they have to acknowledge the theory of
complexity which includes the concept of complex adaptive system in
which the source of behavior variability of this system is the
„incomprehensible cognitive ability of human thinking[17].

The integralist approach of security management should treat the role
and importance of the determining factors in this discipline: political,
economic, military, psycho-sociological, cybernetic, social, cultural,
security-related etc. and to combine harmoniously induction with deduction
and analysis with synthesis. The morphological approach of security
management has to focus rather on the study of the form (etymologically,
„form" is derived from the word „morphe") and structures in order to
diminish or even eliminate certain parts (of a system) that do not function
normally (well); through a morphological study, a certain balance could be
reached (ensuring and consolidating security) with the available resources,
which contributes to dividing the whole in component parts.

The typological approach of security management is based on the
concept of „type" (derived from the word „tipos" which means print or
mark), known due to philosopher Plato, referring to the amount of dominant

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[17] David S. Alberts, Thomas J. Cerwinski, *Complexity, Global Politics and National Security,* National Defence University, Washington D.C., 1997, p. 175.

(essential) features and performing a comparative analysis of *„several units in order to outline the common, characteristic, typical parts"[18]*. The functional approach of security management is based on the concept of function, which is studied for alive organisms and which is explained through the process of adaptation to the environment in order to survive and which uses the five functions of an output organization mentioned for the first time by Fayol, but which are also valid for military or security organizations. It is known that each function is meant for accomplishing a certain goal for which a series of activities are performed. The function can be defined simply as a „system in action" or as a *„multitude of features in the inner behavior of the system"[19]*. Thus, the function has the role of giving finality to the system and *„through the function, the way in which the system receives environment influences, processes them and transfers them into output"[20]*.

There are functions *„of leadership, of execution, and of staff, the structure determining the function and the function leading to changes in structure"[21]*.

Conclusions

In conclusion, there is a need for inter-disciplinary research for outlining the mechanisms capable to provide leadership in the domain of security management and for creating laws by putting into practice the experience earned from leading security missions, which represents the very source of theoretical achievements in security management.

Also, security management should use post-systemic decision-making paradigms based on ever-more efficient theories and on university research centers such as CSSAS/„Carol I" National Defense University.

Security management is an instrument of providing protection *„with reasonable costs and risks, of the assets (goods, people, information etc.) of an institution"*, organization, nation etc. *„annihilating or reducing dangers (criminal acts, accidents, waste, arsons etc.) and fulfilling"[22]* the conditions

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[18] Emil Mihuleac, *op cit.*, p. 11.
[19] Ibidem, p. 12.
[20] Idem.
[21] Idem.
[22] Gheorghe Ilie, *op. cit.*, p. 32.

that might ensure resuming the activity as fast as possible after the ending of the disturbing/unwanted event. Investigating the issues pertaining to security management and first and foremost to political decisions must be the concern of politicians, scientists, officers and representatives of civil society.

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