

**TERRORISM AND EMERGENCY MANAGEMENT**  
(EADP 4090)

Professor: David A. McEntire  
Semester: Spring 2005  
Course Schedule: R 3:30 – 6:20 pm  
Course Location: WH 321

Office Location: Wooten Hall 366A  
Office Hours: T 5:00 – 6:30 pm  
R 2:00 – 3:30 pm  
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**Course Description**

The purpose of this course is to investigate the role of emergency management in response to the growing threat of domestic and international terrorism. To achieve this goal the course will define what terrorism is, discuss why politically motivated acts of violence occur, and provide an overview of terrorists groups and their tactics of intimidation and fear. The course will also uncover the effects of terrorism (including those emanating from weapons of mass destruction) and compare how their consequences are both similar to and different than other types of natural and technological disasters. Utilizing recent legislation and policies regarding crisis and consequence management as a framework, the steps that emergency management agencies and others are taking to deal with terrorism are identified. The course includes important lessons from previous terrorist attacks in the hopes that past mistakes can be averted and prior successes can be duplicated. Students are expected to acquire knowledge about the implications terrorism has for emergency management, including the importance of planning with law enforcement agencies and the medical community.

**Required Readings**

- Maniscalco, Paul M. and Hank T. Christen. 2002. *Understanding Terrorism and Managing the Consequences*. New Jersey: Prentice Hall.
- A packet of readings will be available for purchase at Copy Pro (Fry and Hickory Streets). Students may also read and/or copy the packet at the reserve desk in the library or in the EADP office (WH 363).

**Recommended Reading**

- Federal Emergency Management Agency. 1999. *Emergency Response to Terrorism, Self Study (ERT:SS –Q534)*. FEMA: Washington, D.C. Access via the Internet at [www.usfa.fema.gov/applications/nfacsd/display.jsp?cc=Q534](http://www.usfa.fema.gov/applications/nfacsd/display.jsp?cc=Q534).

Students are also encouraged to stay on top of current terrorist events and issues by reading a local or national newspaper, or the electronic editions of *The New York Times* ([Http://www.nytimes.com](http://www.nytimes.com)), or *The Washington Post* (<http://www.washingtonpost.com>).

Other useful terrorist/emergency management/news sources include *dhs.gov*, *fbi.gov*, *fema.gov*, *homelandsecurity.org*, *disasterrelief.org*, *reliefweb.org*, *cnn.com*.

### **Course Policies**

Attendance is required.

Arriving late is discouraged.

Participation is encouraged.

Reading weekly assignments is required.

Showing respect to others is expected.

Turn off all phones and pagers when entering class.

Please dispose of trash properly.

Make-up quizzes and exams will be limited to special circumstances (and with prior notification only).

Incompletes will be given according to department policy.

Plagiarism and other forms of cheating will automatically result in a failing grade.

Note: see the end of this syllabus for the university policy on Americans with disabilities, and the department policy on cheating and plagiarism.

### **Grading**

Students will earn points from attendance and participation, a group presentation, quizzes, the midterm, a term paper and the final exam. Please note the following breakdown:

Attendance/participation	25
Group presentation	25
Quizzes	50
Midterm	100
Term paper	100
<u>Final Exam</u>	<u>100</u>
TOTAL POINTS	400

A standard scale will be used for grading (e.g. 90-100% = A; 80%-89% = B; 70%-79% = C; 60%-69% = D; 59% and below = F).

#### *Attendance and Participation*

Attendance and participation will amount to approximately 6% of the student's grade. Roll will be taken at least once each class session. While attendance directly affects only a small portion of the grade, the student should be aware that absences will make it difficult to do well in the course (because tests will cover information from the lectures in addition to the readings). Asking questions and making comments about relevant course material is conducive for learning. If the class is actively involved in the discussion, each student should receive the full allotment of points in this area. If the class appears to be uninterested in the subject matter at hand, points will be awarded to those who make comments. Students who miss class will lose points for that day as they are not present to participate in the discussion. Unscheduled quizzes may also be administered by the instructor and will be given inversely to class participation. There will be no make-ups for unscheduled quizzes.

### *Group Presentations*

Students will be divided into groups and will participate in a presentation about specific terrorists, terrorist organizations or terrorist states, covering their history, ideology, and tactics. Examples of individuals/organizations/states include: Timothy McVeigh, Aryan Nation, Shinning Path, Aum Shinrikyo, ETA, IRA, PLO, Libya, Syria, etc. (Al Qaeda will be covered periodically in class). It is also strongly recommended that the presentation cover an actual terrorist attack. Presentations should be 10 minutes in length. The group presentation will amount to approximately 6% of the student's grade. Grades for the group presentation will be based on degree of preparation, information provided, clarity of argument, visual aids, etc.

### *Quizzes*

Nearly 12% of the student's grade will be based quizzes. Two quizzes will be given throughout the term. These will consist of true/false, matching, and multiple-choice questions taken directly from the reading. Make-ups for the quizzes will be limited to very special circumstances will require prior instructor approval. Please do not arrive late when quizzes are scheduled.

### *Term Paper*

25% of the student's grade will be based on a 6-7 page term paper. Students will select a challenge facing the homeland security/emergency management community (e.g., intelligence, counter-terrorism operations, border control, weapons of mass destruction proliferation, consequence management), identify why it is a pressing problem, discuss options for overcoming it, and select the alternative(s) that is/are most likely to bring about a resolution of the issue. Please do not simply regurgitate material presented in class. Students must have at least 5 academic citations (web citations are accepted but must be in addition to the 5 academic citations from the research literature). Use the citation style in the *International Journal of Mass Emergencies and Disasters*. Papers will be graded based upon: 1). the extent to which students followed directions for the assignment, and 2). overall presentation (including clarity of argument, grammar and spelling). Please do not turn in the paper via e-mail.

### *Midterm/Final Exam*

50% of the student's grade will be determined by the midterm and final exam. These will consist of true/false, matching, multiple-choice, fill-in-the-blank and short-essay questions. The professor will advise the student of the structure of the tests in advance. Students who miss the exams without giving prior notification will be given different questions or will have 15% deducted from their final score. Make-ups for the midterm and final exam will be limited to very special circumstances and will require prior instructor approval. Please do not arrive late when exams are scheduled.

### **Dates to Remember**

Quiz 1	February 3
Student presentations	February 17 - 24
Midterm	March 3
Spring Break (no class)	March 17
DEM Conference	March 21 - 24
Quiz 2	March 24

Term paper due  
Final exam

April 14  
May 12 (1:30 – 3:30 pm)

## **Course Schedule and Reading Assignments**

### **WEEK 1: January 20**

Introduction of course and students

Why terrorism matters

Video: The WTC terrorist attacks

Assigned readings:

Book Chapter 1: Terrorism – Meeting the Challenge

Book Appendix I: FEMA Backgrounder – Terrorism

Packet: Ideology and Terrorism

### **WEEK 2: January 27**

What is terrorism?

Historical, political and ideological causes

Video: Timothy McVeigh

Assigned readings:

Web article: Communist Manifesto (read up to Preface to German Edition)

<http://www.anu.edu.au/polsci/marx/classics/manifesto.html>

Packet: Mein Kampf

Packet: Anarchism: What it Really Stands For

### **WEEK 3: February 3**

**Quiz 1** (January 27 and February 3 readings)

Ideological causes (cont.)

Cultural/religious causes

Assigned readings:

Packet: The Case for Animal Rights

Packet: Uncomfortable Questions for Comfortable Jews

Packet: The End of History?

Packet: Islamic Government

### **WEEK 4: February 10**

Terrorist actors and characteristics

Terrorist tactics and behavior

Assigned readings:

Book chapter 10: Weapons of Mass Effect – Explosives

Book appendix H: Tactical Ultraviolence

**WEEK 5: February 17**

Guest speaker: Don Macpherson, Special Agent, FBI

**Student presentations**

Terrorism in the past and present

Assigned Reading:

Packet: The History of Terrorism

**WEEK 6: February 24**

**Student presentations**

Terrorism and the media

Assigned Reading:

Packet: The Media: A Weapon for Both Sides?

**WEEK 7: March 3**

**Midterm exam**

**WEEK 8: March 10**

Mitigation (policy, intelligence, counter terrorism, border control, structural and non-structural measures)

Assigned readings:

Handout: Managing Terrorism as an Environmental Hazard

Handout: Managing the Threat of Terrorism

**WEEK 9: March 17**

**Spring Break (no class)**

**WEEK 10: March 24**

**Quiz 2** (March 10 and March 24 readings)

Preparedness (grant programs, planning, training, exercises, personal and dignitary protection)

Video: Homeland Security Starts With You

Assigned readings:

Book Chapter 3: Terrorism/Tactical Violence Incident Response Procedures

Book Chapter 4: Planning for Terrorism/Tactical Violence

**WEEK 11: March 31**

Response and recovery (warning, public information, first responder safety, decontamination and investigation)

Video: Emergency Response to Criminal/Terrorist Incidents

Video: Surviving the Secondary Device

Assigned readings:

Book Chapter 11: Mass Casualty Decontamination

Book Chapter 12: Crime Scene Operations

**WEEK 12: April 7**

Local, state and federal organization and activities

Guest speaker: Brad McDannald, COOP Program, FEMA

Assigned readings:

Handout: Crisis Management to Controlled Recovery

**WEEK 13: April 14**

**Term papers due**

Guest speaker: Kent Lamonte, Sales Representative, ENPRO

Terrorism as an attack on freedom?

Video: Terrorism and Civil Liberties

**WEEK 14: April 21**

Cyberterrorism

Assigned Readings:

Book Chapter 8: Weapons of Mass Effect – Cyber Terrorism

Book Chapter 6: Weapons of Mass Effect – Chemical Terrorism

**WEEK 15: April 28**

Guest speaker: Karen Adkins, Emergency Management Coordinator, McKinney

The Threat of WMD

Assigned readings:

Book Chapter 7: Weapons of Mass Effect – Biological Terrorism

Book Chapter 9: Weapons of Mass Effect - Radiation

**WEEK 16: May 5**

Guest speaker: Kenny D. Smith, USPIS

MMRS and counter terrorism grant programs

The future of terrorism

Assigned Readings:

Book Appendix A: Monitoring Devices

Book Appendix B: A Basic Review of Chemical Protection

Book Appendix D: How/When to Use Auto Injectors

**WEEK 17: May 12 (1:30 – 3:30 pm)**

**Final exam**

## Recommended Readings

- Alexander, David. 2002. "From Civil Defence to Civil Protection – and Back Again." *Disaster Prevention and Management* 11 (3): 209-213.
- Bathos, Stuart, Lynne Russell, and Gwyndaf Williams. 1999. "Crisis Management to Controlled Recovery: The Emergency Planning Response to the Bombing of Manchester City Centre." *Disasters* 23 (3): 217-231.
- Bevelacqua, Armando and Richard Stilp. 2002. *Terrorism Handbook for Operational Responders*. Albany, N.Y.: Delmar Publishers.
- Buck, George. 1998. *Preparing for Terrorism: An Emergency Services Guide*. Albany, N.Y.: Delmar Publishers.
- Campbell Public Affairs Institute. 2002. *Governance and Public Security*. New York: Syracuse University.
- Combs, Cindy C. 1999. *Terrorism in the Twenty-First Century*. New Jersey: Prentice Hall.
- Cutter, Susan L., Douglas B. Richardson and Thomas J. Wilbanks. 2003. *The Geographical Dimensions of Terrorism*. New York: Routledge.
- Falkenrath, Richard A., Robert D. Newman, and Bradley A. Thayer. 1998. *America's Achilles' Heel: Nuclear, Biological and Chemical Terrorism and Covert Attack*. Cambridge: MIT Press.
- Fischer, Henry. 2000. "Mitigation and Response Planning in a Bio-Terrorist Attack." *Disaster Prevention and Management* 9 (5): 360-367.
- Fischer, Henry. 1999. "Dimensions of Biological Terrorism: To What Must We Mitigate and Respond?" *Disaster Prevention and Management* 8 (1): 27-32.
- Hoffman, David. 1998. *The Oklahoma City Bombing and the Politics of Terror*. Venice, Calif.: Feral House.
- Hogan, Lawrence J. 2001. *Terrorism: Defensive Strategies for Individuals, Companies and Governments*. Amlex, Inc.: Frederick, Maryland.
- Improving Local and State Agency Response to Terrorist Incidents Involving Biological Weapons, Interim Planning Guide*. 2000. Washington, D.C.: Department of Defense, 2000.  
[www2.sbccom.army.mil/hld/downloads/bwirp/bwirp\\_interim\\_planning\\_guide.pdf](http://www2.sbccom.army.mil/hld/downloads/bwirp/bwirp_interim_planning_guide.pdf).
- Kemp, Roger L. 2003. *Homeland Security: Best Practices for Local Government*. Washington, D.C.: ICMA.
- Lesser, Ian et. al. 1999. *Countering the New Terrorism*. Santa Monica: RAND
- Maniscalco, Paul M. and Hank T. Christen. 2001. *Understanding Terrorism and Managing the Consequences*. New Jersey: Prentice Hall.
- McCuen, Gary E. 1999. *Biological Terrorism and Weapons of Mass Destruction*. Hudson, Wis.: GEM Publications.
- "National Symposium on Medical and Public Health Response to Bioterrorism." *Emerging Infectious Diseases*. National Center for Infectious Diseases. 5 (4).  
[www.cdc.gov/ncidod/eid/vol5no4/pdf/v5n4.pdf](http://www.cdc.gov/ncidod/eid/vol5no4/pdf/v5n4.pdf).
- McEntire, D., R. Robinson and R. Weber. 2003. "Business Involvement in Disasters: Corporate Roles, Functions and Interaction With the Public Sector." Chapter 18 in *Beyond September 11<sup>th</sup>: An Account of Post-disaster Research*. Special Publication #39. Natural Hazards Research and Applications Information Center,

- University of Colorado. OR see “Public/Private Collaboration in Disaster: Implications from the World Trade Center Terrorist Attacks. 2002. *Quick Response Report No. 155*. Natural Hazards Research and Information Application Center, University of Colorado. Boulder, Colorado.
- Perry, Ronald W. 2003. “Municipal Terrorism Management in the United States.” *Disaster Prevention and Management* 12 (3): 190-202.
- Pillar, Paul R. 2002. *Terrorism and U.S. Foreign Policy*. Washington, D.C.: Brookings Institution Press.
- Richter, Linda K. and William L. Waugh. 1991. “Terrorism and Tourism as Logical Companions.” In *Managing Terrorism*, edited by S. Medlik, 318–327. Oxford: Butterworth-Heinenmann Ltd.
- Roberts, Brad. 1997. *Terrorism With Chemical and Biological Weapons: Calibrating Risks and Responses*. Washington, D.C.: Chemical and Biological Arms Control Institute. [www.cbaci.org/](http://www.cbaci.org/).
- Simonsen, Clifford E. and Jeremy R. Spindlove. 1999. *Terrorism Today: The Past, The Players, the Future*. New Jersey: Prentice Hall.
- Wedel, Kenneth R. and Donald R. Baker. 1998. “After the Oklahoma City Bombing: A Case Study of the Resource Coordination Committee.” *International Journal of Mass Emergencies and Disasters* 16 (3): 333–362.
- White, Jonathan R. 2004. *Defending the Homeland: Domestic Intelligence, Law Enforcement and Security*. Belmont, Ca.: Wadsworth.
- White, Jonathan R. 2002. *Terrorism: An Introduction*. Belmont, Ca: Wadsworth.
- Wise, Charles R. 2002. “Organizing for Homeland Security.” *Public Administration Review* 62 (2): 131-144.

## UNIVERSITY AND DEPARTMENT POLICIES

### **Disability Accommodation**

The Emergency Administration and Planning Program, in cooperation with the Office of Disability Accommodations (ODA), complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request to the instructor within the first two weeks of the semester. Students registered with the ODA may present the Special Accommodation Request from that office in lieu of a written statement.

### **Cheating and Plagiarism**

#### *Definitions*

The UNT Code of Student Conduct and Discipline defines cheating and plagiarism “as the use of unauthorized books, notes, or otherwise securing help in a test; copying others’ tests, assignments, reports, or term papers; representing the work of another as one’s own; collaborating without authority with another student during an examination or in preparing academic work; or otherwise practicing scholastic dishonesty.”

#### *Penalties*

Normally, the minimum penalty for cheating or plagiarism is a grade of “F” in the course. In the case of graduate department exams, the minimum penalty shall be failure of all fields of the exam. Determination of cheating and plagiarism shall be made by the instructor in the course, or by the department faculty in the case of departmental exams.

Cases of cheating or plagiarism on graduate departmental exams, problem papers, theses, or dissertations shall automatically be referred to the departmental Curriculum and Degree Program(s) Committee. Cases of cheating or plagiarism in ordinary course work may, at the discretion of the instructor, be referred to the Curriculum and Degree Program(s) Committee in the case of either graduate or undergraduate students. This committee, acting as an agent of the Department, shall impose further penalties, or recommend further penalties to the Dean of Students, if they determine that the case warrants it. In all cases, the Dean of Students shall be informed in writing of the case.

#### *Appeals*

Students may appeal any decision under this policy by following the procedures laid down in the UNT Code of Student Conduct and Discipline.

## **EADP Policy on Plagiarism**

Professors in the EADP Program will not tolerate any form of academic dishonesty among students in the major. According to the 2004-05 UNT Undergraduate Catalogue (p. 102):

“The term ‘plagiarism’ includes, but is not limited to:

- a. the knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgement; and
- b. the knowing or negligent unacknowledged use of material prepared by another person or agency engaged in the selling of term papers or other academic materials.”

Examples of plagiarism include:

- purchasing term papers from Internet sources and turning them in to meet assignment requirements
- downloading material from the Internet and presenting it as your own work
- using sentences, quotes, statistics or other information from books or journals without citing the source(s) in papers
- incorporating novel ideas, concepts or phrases into papers without giving credit to the original author
- having someone else write a paper for you

Note: There is no need to provide a citation if the information is general knowledge (i.e., it can be found in more than 5 sources).

Failure to comply with this policy on plagiarism may result in a failing grade on the assignment or paper, a failing grade in the class, dismissal from the program, and expulsion from the university.

When in doubt about what constitutes plagiarism, contact your professor or provide citations!

## EADP Citation Style

The format to be used for papers in the EADP program conforms to the style of the **International Journal of Mass Emergencies and Disasters**.

In the text, give credit for ideas, paraphrasing and direct quotes in the following ways:

- a. Kreps (1985) states . . .
- b. Research reveals (Trost 1978, p. 42; Perry 1981, p. 74) . . .
- c. Disasters are undoubtedly social problems (Smith, Jones and Wilson 1991, pp. 7-9).

The reference list should include all citations in alphabetical order. Citations will vary slightly depending on the source:

- a. Books with one or multiple authors:

Drabek, Thomas E. 1986. *Human System Responses to Disaster*. New York: Springer-Verlag.

Perry, Ronald W., Michael K. Lindell, and Marjorie R. Greene. 1981. *Evacuation Planning in Emergency Management*. Lexington, MA: Lexington Books.

- b. Books and chapters in books that have been edited:

Dynes, Russell R. and Carlo Pelanda (eds.). Forthcoming. *Sociology of Disasters: Contribution of Sociology to Disaster Research*. Gorizia, Italy: Franco Angeli.

Wettenhall, R.L. 1980. "The Response of Government to Disasters: A Study of Fragmentation." Pp. 261-295 in *Response to Disaster*, edited by John Oliver. Townsville, Queensland, Australia: Centre for Disaster Studies, James Cook University of North Queensland.

- c. Journal articles with one or multiple authors:

Kreps, Gary. 1985a. "Disaster and the Social Order." *Sociological Theory* 3: 49-64.

Hirose, Hirotada and Tomoichi Ishizuka. 1983. "Causal Analysis of Earthquake Concern and Preparing Behavior in the North Izu Peninsula." *Japanese Psychological Research* 25: 103-111.

- d. Newspaper and Internet format:

Diamond, Stuart. 1985. "The Disaster in Bhopal: Lessons for the Future." *New York Times* (3 February): A7.

FEMA. 2004. "Homeland Security Under Secretary Provides Nearly \$50 Million Grant For Debris Removal." December 16 press release accessed at <http://www.fema.gov/news/newsrelease.fema?id=15759> on January 4, 2005.

Adapted from the *International Journal of Mass Emergencies and Disasters*. See journal at Willis Library for additional details about headings, spacing, etc.