



## COURSE SYLLABUS

Please, click on the following link to access A&M-Commerce COVID19 Information,  
<https://new.tamuc.edu/coronavirus/>

**CJ 525: Section 01W, Red Teaming**

**Fall (2023)/ 3 Credit Course**

Department of Sociology and Criminal Justice

Texas A&M-Commerce

Instructor: Dr. Erik Cruz

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\* (The content of this syllabus is subject to change at the discretion of the professor, revised as of 8/31/2023)

Office Hours: By appointment (schedule via email)

### **Why should you care about Red Teaming?**

*" He who asks a question is a fool for five minutes; he who does not ask a question remains a fool forever."*

— Unknown Author,

### **Why you are here**

A primary goal of this course is to examine the theories and practices of Red-Teaming. Being exposed to the various tactics and principles of Red-Teaming will enable you to be more competent in identifying and understanding an agency's (or company's) variabilities.

If you do not plan to enter a career as a researcher, crime analyst, or law enforcement officer, the work presented throughout the course will help you build a critical foundation for approaching, identifying, and solving complex problems.

### **Course Description**

This course will introduce students to the concept of Red Teaming, which involves learning to think from an adversarial viewpoint. It will examine the history of Red Teaming, its effectiveness and uses, and explore issues surrounding the subject.

### **Course Objectives**

After successful completion of this course students will be able to:

- Augment their analytical skills and apply them to hypothetical situations.
- Understand the principles, goals, and challenges of Red-Teaming.
- Think like the opposition or a potential adversary.
- Understand Red-Teaming operations and the impact of culture on these issues.

### **Course Requirements**

#### **Minimal Technical Skills Needed**

Students should be familiar with the D2L software and should be knowledgeable with the basics of Microsoft Office.

#### **Instructional Methods**

Course delivery is completely online. Therefore, students should check their email and the course announcements regularly. All materials will be posted to the course website. It is the responsibility of the students to learn how to access these, and to reach out for help if they experience difficulties.

### **Expectations of this Course**

#### **My expectations of you:**

- Read the assigned material.
- Turn-in assignments on time.
- Respect your instructor and fellow learning partners.

#### **What you can expect from me:**

- Respond to your emails within 12-24 hours (business hours Monday-Saturday).

- Grade your work as soon as possible.
- Provide useful and practical feedback on your assignments to enhance your future work.

**Textbook:**

Red Team: How to Succeed by Thinking Like the Enemy. New York, NY: Basic Books.

ISBN: 978-1501274893

By: Zenko, M. (2016)

**This course makes use of the following online tools:**

- [myleonline.tamuc.edu](http://myleonline.tamuc.edu)
- [Youtube.com](https://www.youtube.com)

**Course Assignments:****Introductory Post (on Brightspace – 1 discussion post — 20 points total)**

Due to the nature of remote learning, maintaining traditional class comradery is essential. You will be assigned one discussion post during the first week of class. This discussion board is meant for students to become acquainted and hopefully acknowledge similar goals and interests. To receive full credit, you must post your initial introductory post and comment on at least one classmate's post. The comment should be at least three sentences. Keep in mind that forum discussions are public, and care should be taken when determining what to post.

- Due 10/5
- Comment on Classmate's post due 10/8

**Weekly Discussions Posts & Responses**

- (on Brightspace – 5 discussion posts — 80 points per post— 400 points total)
- (on Brightspace – 8 responses— 10 points per response— 80 points total)

Due to the nature of online learning, the success of the interactive component of this course relies on the class keeping up with assigned readings and discussion questions. Five discussion questions related to the readings will be posted on Brightspace throughout the semester (one per week). You will be required to answer the assigned questions and engage with your classmates' posts in an ongoing discussion/debate on various topics related to Red Teaming. Your contributions to the discussion forums will be graded for quality and a detailed analysis

linking the material to a critical appraisal of theory, policy, and practice. Students must cite and provide a full bibliography/works cited at the end of their post for all citations mentioned in the post (follow guidelines for utilizing APA citation format).

Each of these posts should be the equivalent of 1 page in length or a minimum of 250 words and should include a minimum of one outside source (i.e., a source outside the regular readings assigned for the week/course). Each discussion is worth 80 points and will be graded using a rubric listed on the course website. Every specific discussion assignment is located in each weekly unit on the Homepage at D2L/Brightspace.

Posts are due by 11:59 PM CST on Thursday of each week of the course.

Furthermore, students are required to post two responses to classmates' posts by Sunday of each week (11:59 PM CST). These are worth 10 points each and should be thoughtful and analytical, providing useful feedback to the initial poster. Each response must be at least a paragraph or more. Additionally, it is not enough to simply agree, disagree, or compliment the initial poster. Please note, some of the material is debatable. As a result, you should monitor your responses and follow proper etiquette in your postings.

\*No responses are required for week 5's discussion post.

The discussions are directly related to the assigned readings in the textbook and the supplemental materials. Please DO NOT use Wikipedia in this course as a primary source for any assignments, including discussions. Note: It is possible to plagiarize in a discussion post, and you should take precautions to avoid doing so.

### **Writing Assignments (on Brightspace – 2 papers — 180 points total)**

You will have a total of 2 writing assignments, each roughly three pages in length (not including the references or figures). A minimum of six (6) scholarly references are required and APA format is expected. Four (4) of these sources should come from outside the course materials and at least one (1) should be peer-reviewed. The papers are to be in Times New Roman or Calibri Light, double-spaced, using size 12 font, and include an APA formatted title page. They are due on Sundays (11:59 PM CST) of weeks 2-3. Students are encouraged to begin working on this early to avoid rushing during the end of the week. A rubric will be available on the course website.

**Paper Schedule:**

## Writing Assignment 1 (90 points)

- Due 10/15 11:59PM CST

## Writing Assignment 2 (90 points)

- Due 10/22 11:59PM CST

**Final Essay: (on Brightspace – 1 paper— 130 points total) No negativity with G**

There will be one final essay, which will be due the Thursday of Week 5. This essay will be a minimum of five (5) pages in length (not including the references or figures). A minimum of ten (10) scholarly references are required and APA format is expected. Five (5) of these sources should come from outside the course materials and at least two (2) should be peer-reviewed. The papers are to be in Times New Roman or Calibri Light, double-spaced, using size 12 font, and include an APA formatted title page.

\*Note that all assignments will be submitted to plagiarism software. They will be assessed line-by-line (not by percentage). You are welcome to submit as many times as you want up until the due date.

**Policies**

## TECHNOLOGY REQUIREMENTS

## LMS

All course sections offered by Texas A&M University-Commerce have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

## LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

## LMS Browser Support:

[https://documentation.brightspace.com/EN/brightspace/requirements/all/browser\\_support.htm](https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm)

YouSeeU Virtual Classroom Requirements:

<https://support.youseeu.com/hc/en-us/articles/115007031107-Basic-System-Requirements>

## **ACCESS AND NAVIGATION**

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or [helpdesk@tamuc.edu](mailto:helpdesk@tamuc.edu).

**Note:** Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

## **COMMUNICATION AND SUPPORT**

If you have any questions or are having difficulties with the course material, please contact your Instructor.

### **Technical Support**

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:

<https://community.brightspace.com/support/s/contactsupport>

Interaction with Instructor Statement

## **COURSE AND UNIVERSITY PROCEDURES/POLICIES**

### **Course Specific Procedures/Policies**

#### **Syllabus Change Policy**

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

## University Specific Procedures

### Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).

<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: <https://www.britannica.com/topic/netiquette>

### TAMUC Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedure 13.99.99.R0.01](#).

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

### Academic Integrity

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

[Undergraduate Student Academic Dishonesty Form](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf>

[Graduate Student Academic Dishonesty Form](#)

<http://www.tamuc.edu/academics/graduateschool/faculty/GraduateStudentAcademicDishonestyFormold.pdf>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

### **Students with Disabilities-- ADA Statement**

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

#### **Office of Student Disability Resources and Services**

Texas A&M University-Commerce

Velma K. Waters Library Rm 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: [studentdisabilityservices@tamuc.edu](mailto:studentdisabilityservices@tamuc.edu)

Website: [Office of Student Disability Resources and Services](#)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

#### **Nondiscrimination Notice**

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

#### **Campus Concealed Carry Statement**

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.



For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

### **Counseling Center Services**

The Counseling Center at A&M-Commerce, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit [www.tamuc.edu/counsel](http://www.tamuc.edu/counsel)

### **Incomplete Grade:**

An incomplete grade (IN) is a temporary symbol given at the discretion of the instructor for work not completed due to serious interruption, not caused by the student's own negligence.

Students receiving an incomplete grade must complete the appropriate coursework within two semesters (including summer). If coursework is not completed in this time frame, the incomplete grade (IN) will automatically default to a failing grade (F). Students should not re-enroll in the same course to make up the incomplete grade. To change an incomplete grade, the student should speak directly to the course instructor to have the appropriate documentation submitted.

- Written documentation must be provided.
- The student must have successfully completed half of the coursework with a passing grade.

### **Late Work**

Late work will not be accepted unless a student has received prior permission from the instructor and has provided proof of a family, health, or weather emergency (which are left to the instructor's discretion).

### How will you and I evaluate your progress?

Course Requirements	Frequencies	Points Per Submission	Total Points
Introductory Post	1	20	20
Final Essay	1	130	130
Writing Assignments	2	90	180
Discussion Responses	8	10	80
Discussion Posts	5	80	400
<b>Total</b>			<b>810 (100%)</b>

Grade	Range
A	100-90
B	89-80
C	79-70
D	69-60
F	<60

### Course Calendar

#### \*Weekly Tentative Schedule (10/2-11/3)

\*Please note that all discussions/comments/assignments are due by 11:59PM CST in D2L/Brightspace on the day they are due as outlined in the syllabus. Please note that this course runs on a Monday-Sunday schedule, except in Week 5 (Monday-Thursday).

Date	Topics	Readings & Assignments
Week 1 10/2-8	What is Red-Teaming?	<p>Online:</p> <p>Familiarize yourself with the Brightspace platform and the syllabus.</p> <ul style="list-style-type: none"> <li>• Read Zenko, Chapter 1 (and Intro)</li> <li>• Introductory post (<b>due 10/5</b>) <ul style="list-style-type: none"> <li>○ Comment (<b>due Sunday 10/8</b>)</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• Week 1 Discussion post (<b>due 10/5</b>) <ul style="list-style-type: none"> <li>◦ Comments (<b>due Sunday 10/8</b>)</li> </ul> </li> </ul> <p>*All assignments due 11:59 PM CST</p>
<b>Week 2</b> 10/9-15	Modern Military Red Teaming	<p>Online:</p> <ul style="list-style-type: none"> <li>• Read Zenko, Chapter 2</li> <li>• Week 2 Discussion post (<b>due 10/12</b>) <ul style="list-style-type: none"> <li>◦ Comments (<b>due 10/15</b>)</li> </ul> </li> <li>• Writing Assignment 1 (<b>due 10/15</b>)</li> </ul> <p>*All assignments due 11:59 PM CST</p>
<b>Week 3</b> 10/16-22	Intelligence Community Red Teaming	<p>Online:</p> <ul style="list-style-type: none"> <li>• Read Zenko, Chapter 3</li> <li>• Week 3 Discussion post (<b>due 10/19</b>) <ul style="list-style-type: none"> <li>◦ Comments (<b>due 10/22</b>)</li> </ul> </li> <li>• Writing Assignment 2 (<b>due 10/22</b>)</li> </ul> <p>*All assignments due 11:59 PM CST</p>
<b>Week 4</b> 10/23-29	Homeland Security Red Teaming	<p>Online:</p> <ul style="list-style-type: none"> <li>• Read Zenko, Chapter 4</li> <li>• Week 4 Discussion post (<b>due 10/26</b>) <ul style="list-style-type: none"> <li>◦ Comments (<b>due 10/29</b>)</li> </ul> </li> </ul> <p>*All assignments due 11:59 PM CST</p>
<b>Week 5</b> 10/30-11-3	Private-sector Red Teaming and the Future of Red Teaming	<p>Online:</p> <ul style="list-style-type: none"> <li>• Read Zenko, Chapters 5-6</li> </ul>

		<ul style="list-style-type: none"><li>• Week 5 Discussion post (<b>due 11/3</b>)</li><li>• Final Essay (<b>due 11/3</b>)</li></ul> <p>*All assignments due 11:59 PM CST</p>
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