

**Strategy and National Security
Draft Syllabus July 15, 2015**

TESC MPA Program
Fall 2016

Larry Geri, DPA
geril@evergreen.edu
Office Hours: By Appointment

“Strategy” has become ubiquitous. It is now so commonplace that it appears any problem can be rectified with a new and improved strategy, for people, organizations, and nations. But what exactly does it mean to be “strategic,” and how can we be confident that any particular strategy we choose will be successful? In this course we will explore the concept of strategy, primarily through the lens of national security. We will read selections from the extensive literature on strategy and on US foreign policy since WWII, and consider the implications for how to think, act and manage strategically in a variety of different contexts.

By the completion of the course I expect students to:

1. Have a strong foundation in the literature on strategy, including its application to national security, management and public administration;
2. Have an improved understanding of U.S. national security policies from the end of WWII to the present and current challenges to U.S. national security;
3. Have an enhanced ability to analyze issues in international affairs and public administration from a strategic perspective and communicate their analyses through Strategic Options Memos and other forms;
4. Have an improved capacity to apply strategic concepts to practical challenges in public and nonprofit administration.

Required TEXTS

Please see Assignment 1 below prior to doing any of the reading for the course.

Freedman, Lawrence (2013). *Strategy: A History*. New York: Oxford Univ. Press. ISBN 9780199325153
Hardcover. Paperback also ok: 9780190229238

Schlosser, Eric (2014). *Command and Control: Nuclear Weapons, the Damascus Accident, and the Illusion of Safety*. New York: Penguin. **ISBN-13: 9780143125785. Paperback.**

(NOTE: Before reading this text, see the document “Suggestions for reading *Command and Control*” on Canvas. The book is excellent but awkwardly switches back and forth between a history of nuclear weapons in the US and a description of the infamous Titan II missile explosion in Damascus, Arkansas. The document lists the chapters devoted to each so you can read the history first, then about the incident).

There will also be an additional “Choose your own text” assignment. Select any book you want on the topics of national defense, foreign policy or strategy. A set of possible choices will be listed on Canvas early in the quarter.

Readings:

Allison, Graham (2012) “The Cuban Missile Crisis.” In Smith, Hadfield, Dunne, *Foreign Policy: Theories, Actors, Cases*. New York: Oxford.

Baldwin, David A. (1997). “The Concept of Security,” *Review of International Studies*, Vol. 23,. 13.

Bendor, Jonathan and Thomas H. Hammond (1992). "Rethinking Allison's Models." *The American Political Science Review*, Vol. 86, No. 2, pp. 301-322

Blackwill, Robert and Ashley Tellis (2015). *Revising U.S. Grand Strategy Toward China*. Council Special Report No. 72. New York: Council on Foreign Relations.

Chomsky, Noam (2012). "Losing the World: American Decline in Perspective, Parts 1 and 2." Available at: <http://www.chomsky.info/articles/20120214.htm>.

Fisher, Louis (2014). "National Security Surveillance: Unchecked or Limited Presidential Power?" In *Contemporary Cases in U.S. Foreign Policy: From Terrorism to Trade*, ed. by Ralph G. Carter. Thousand Oaks, CA: Sage.

Huntington, Samuel (1993). "The Clash of Civilizations." *Foreign Affairs*. September.

Mathews, Jessica (2015). "The Road From Westphalia" Review of Kissinger, *World Order*. *New York Review of Books*, March 19.

McCrisken, Trevor (2011). "Ten years on: Obama's war on terrorism in rhetoric and practice." *International Affairs* 87:4, 781-801.

Nye, Joseph (2015). "Is China Finally Overtaking the United States?" Speech, Chatham House, London, June 9th.

Owens, Thomas (2007). "Strategy and the Strategic Way of Thinking" *Naval War College Review*. Autumn, Vol. 60, No. 4.

Reardon, Robert (2012). *Containing Iran: Strategies for Addressing the Iranian Nuclear Challenge*. Santa Monica, CA: RAND.

Ross, Robert (2013). "US Grand Strategy, the Rise of China, and US National Security Strategy for East Asia." *Strategic Studies Quarterly*, Summer.

Soros, George (2015). "A Partnership with China to Avoid World War." *New York Review of Books*, July 9.

III. Assignments. Please post each assignment to Canvas class on or before its due date. Note when I would like you to bring paper copies to class, when you will read each other's papers and discuss them.

1. What is "strategy," exactly? Prior to doing any of the course readings, and without consulting any Internet or outside sources, jot down some notes about how you define the term—what does it mean to you? Summarize those notes here. Then, based on the first week's readings or other sources, state and discuss the definition of strategy that you find most compelling. 2-3 pages. **Due September 29th.**

2. This week we read a series of articles, each of which posits a different world view. In your opinion, is it necessary to have a coherent world view in order to develop and implement a consistent strategy at the national level? And which of the authors did you find most persuasive or compelling? 2-3 pages. **Due October 6th.**

3. Write a 2-3 page seminar paper on Schlosser's *Command and Control*. **Due October 13th.**

4. Bendor and Hammond provide a critique of Graham Allison's famous model from his text *Essence of Decision* (that he summarizes in the assigned article). From your perspective, how valid and/or useful is their critique? Despite any flaws it may have, does his model help explain the behaviors by the key parties during the crisis? **Due October 20th**

5. Research and write a two-page memo in which you argue for or against the Iran Nuclear Agreement of July 2015. **Due October 27th**. Please bring a paper copy to class.
6. Research and write a 3-4 page strategic options memo on China. You have two options. One is to focus on China's commercial ambitions; the other is to focus on its military expansionism. **Due November 3rd**. (We will discuss the form of the strategic options memo in detail in class).
7. "Pick your own book." Select a book about strategy, defense, foreign affairs or a related field. Read it and prepare a 5-10 minute presentation, to be delivered in class on **November 17th**. (Note that no PowerPoint is required).
8. Based on the discussion in Part IV of Friedman's text *Strategy*, what is your opinion of the various models and advice on strategy and strategic planning for public administration? What practices concerning strategy do you believe are appropriate for the public and/or nonprofit organizations with which you work or volunteer? 2-3 pages. **Due December 1st**.
9. Final paper. Pick a long-term strategic challenge facing the U.S. Research and write a 7-10 page paper analyzing the issue from a strategic perspective. Feel free to make recommendations. **Due December 8th**. Each student will give a 5-10 minute summary presentation on their work in class.

IV. Credit and Evaluation. Students will receive four graduate or undergraduate credits based upon satisfactory and on-time completion of all course requirements and assignments. Plagiarism, failing to complete one or more assignments, or two non-excused absences, may lead to automatic denial of credit. Students will receive 4 credits at the completion of the course if all course requirements have been successfully completed. Plagiarism (i.e., using other peoples' work as your own), failing to complete one or more assignments, completing one or more assignments late (without having made arrangements before the due date), or multiple absences may be grounds for denial of credit. Partial credit or incompletes will be awarded only under unusual circumstances. If you believe you will have difficulty submitting the final paper by its due date, contact me immediately.

Students are expected to attend each class meeting and to be on time. If an absence from class is unavoidable, contact me prior to class. Any makeup work must be completed by the end of the quarter in question to ensure full receipt of course credit. After one absence per quarter (4 hours), make-up work may be assigned at faculty discretion, case-by-case. Makeup work must be completed by the deadline assigned to ensure full receipt of course credit. After three absences (12 hours) you may be denied full credit. After reoccurring weekly absences (missing an hour of class week to week) you may be denied full credit. Finally, if you do miss a class, you are still expected to do the reading for that class meeting and turn in any assignments that were due that class date. Consistent with MPA program requirements, a self evaluation will be required for credit.

Reasonable Accommodations will be provided for any student who qualifies for them through a working relationship with Access Services.

Expectations of Students and Faculty: to promote a cooperative, supportive atmosphere within the community; give everyone opportunity for self-reflection and expression; use high standards in reading the text and preparing our papers, lectures, and comments in seminar; handle all disputes in a spirit of goodwill. Discuss any problems involving others in the learning community directly with the individuals involved (so long as the concerned party feels safe doing so). Possessing respect for others is fundamental to an open, free, and educational dialogue. All students are expected to support and contribute to a well-functioning MPA classroom and learning community. Behavior that disrupts the learning community may be grounds for disciplinary action, including dismissal from the MPA program. All students will be held accountable for maintaining the highest of academic standards.

We will abide by the [social contract](#): WAC 174-121-010 College philosophy.

Tentative Class Schedule: subject to change

Date	Topics/Activities	Readings	DUE
9/29	Intro and Overview: What is “Strategy”? And why are people obsessed by it?	Freedman, <i>Strategy: A History</i> , Parts I and II. Article by Owens.	Assignment 1.
10/6	Worldviews, Strategy, Frameworks	Articles: Baldwin, Chomsky, Huntington, Mathews.	Assignment 2.
10/13	Nuclear Weapons	Schlosser, <i>Command and Control</i>	Assignment 3.
10/20	Cuban Missile Crisis Intro to Game Theory	Articles by Allison; Bendor and Hammond. Basu on Game Theory.	Assignment 4.
10/27	Iran	Reardon, “Containing Iran”	Assignment 5
11/3	China	Articles by: Blackwell and Tellis; Ross; Nye	Assignment 6.
11/10	Terror, The Surveillance State and ISIS	Articles by Lou Fisher, McCriskin, TBD	Nothing due.
11/17	Choose Your Own Book Seminar	Your choice!	Assignment 7. 5-10 minute book presentation.
12/1	Strategy, Management and PA	Freedman, <i>Strategy: A History</i> , Part IV	Assignment 8.
12/8	Final Presentations		Assignment 9: final paper.

Resources

Global conflict tracker:

http://www.cfr.org/global/global-conflict-tracker/p32137?cid=ppc-FA_com-GCT_300x600#!/

<http://www.isn.ethz.ch/>

http://global.oup.com/uk/orc/politics/foreign/smith_foreign2e/01student/weblinks/ch14/

On Iran: <http://csis.org/program/us-and-iranian-strategic-competition>

<http://www.rand.org/pubs/monographs/MG1180.html>

<http://csis.org/publication/understanding-elements-iran-nuclear-deal>

On Terror:

<http://nsarchive.gwu.edu/NSAEBB/NSAEBB55/index1.html>