

GEORGIA INSTITUTE OF TECHNOLOGY  
Sam Nunn School of International Affairs

International Affairs 3111A and 6111A

**U.S. Defense Policy and Foreign and National Security Strategy**

Tues 8:05-10:55 AM  
Ivan Allen College G-17

Robert Kennedy  
Spring 2011

**1. Scope**

This course is a fast moving, aggressive seminar. The purposes of the course are: (1) to help you integrate the knowledge you have acquired during the course of your studies in international affairs and your life experiences to date; (2) to help you understand the processes associated with “strategic thinking” and “strategic planning” when addressing foreign policy and security issues, whether during a crisis or during the normal course of events; and (3) to assess the major problems of our times (e.g. war and peace, nation-building and disintegration, and unilateralism and multilateralism; and (4) to provide you with opportunities to put your knowledge to work (to think through, articulate, and test your views) in a series of “free play” exercises.

The end of the Cold War broke down traditional boundaries between economic and security issues and between domestic and foreign policy. Your future careers – whether they be in the private or public sectors – will require the integration of theory, strategy, and policy across the old traditional boundaries and an ability to communicate across public and private sectors of societies.

**2. Class Format:** Seminar discussions.

**3. Required Texts**

a. Sun Tzu, *The Art of War* UNESCO Collection of Representative Works: European) Trans. Samuel B. Griffith, Foreword by B.H. Liddell Hart (New York: Oxford University Press, 1963) Paperback.

b. Carl von Clausewitz, *On War*, ed. & trans, by Michael Howard and Peter Paret (Princeton, N.J.: Princeton University Press, 1976 & 1989 (ISBN: 0691018545, Paperback).

c. B.H. Liddell Hart, *Strategy*, 2<sup>nd</sup> ed. Rev. (New York: Penguin Books, 1967).

d. Roger Fisher, William Ury, and Bruce Patton, *Getting to Yes* (New York: Random House, 2003).

e. **Graduate Students only:** William Ury. *Getting Past No* (New York: Bantam Dell, 1993)

**4. Prerequisites:** None

**5. Course Requirements:**

General: Students are required to attend all classes and complete all assigned readings in order to facilitate discussions. Since much of the course depends on student participation, students will be docked 6% of their overall grade for each unexcused absence. Students are required to wear “**business attire**” during all exercises and when giving a presentation. In

addition to the regular course readings, students are encouraged to read a major daily (e.g. International Herald Tribune, New York Times, Washington Post, etc.) – on the Internet is fine. You may get home delivery of the NY Times at the student rate by calling 1-800-nytimes. Students also are encouraged to watch at least one of the nightly news broadcast.

Team Presentations on Readings: Teams of 5 persons, led by a randomly selected student leader, will be assigned readings to report on to the class for further discussion. Team presentations should be about 1½ hours in length, leaving the remaining class time for discussion. Presentations should address the information in the reading, **as well as how the points raised in the reading might or might not pertain to present day events. Students also should raise issues about the reading for discussion by the class.** Each student on the team must prepare and present some aspect of the team’s report on the reading. On the day students make their presentation they are exempt from having to turn in the 5 questions or comments on the subject required of the rest of the class.

**Graduate Students:** working as a team, will compare and contrast the views of strategists as noted below in the Course Outline and Reading Assignments.

Oral and Written Reports on Strategy and Policy: Teams of 3-4 persons, led by a randomly selected student leader, will research and orally report to the class a recommended Strategy/Policy for dealing with a country, regional functional issue. Team reports should be about 30-40 minutes, leaving about 30 minutes for class discussions. Each student on the team must prepare and present some aspect of the team’s “Strategy and Policy” report. As noted below, on the day students deliver their oral report they are exempt from the requirement to turn in a paper with 5 questions or comments about the subject. Final written reports should be about 20-25 pages in length. Final written reports are a team effort. The student team leader has the responsibility for the overall organization of the paper as well as for writing a portion of the paper. However, each person on the team **must write a portion of the paper**, not simply pass his or her ideas on to someone else to write that section, but **actually write the section.** Final papers should note which students wrote what part(s) of the paper, so that proper credit can be given to each person for his or her efforts. Final written reports are due NLT noon. April 28.

Both the oral and written reports should draw on and reference, as is appropriate, the strategic concepts mentioned by Sun Tzu, Clausewitz, and Hart. Fifty percent of each individual’s grade for these reports will be based on the overall quality of the report and 50% on the sections actually written by each student.

Timely Announcement of Readings for Oral Strategy & Policy Reports: Undergraduate and graduate students must provide their classmates with reading materials in preparation for their reports not later than one week prior to the report. Reading material should not exceed 80-100 pages.

Class Preparation: Students must prepare 5 questions or comments about the readings for Jan 18 through Feb 15 and for each “Strategy and Policy” report during the remainder of the course. **Two** printed copies must be prepared – **one to be turned in at the beginning of each class** and one for your **use** during discussions of the readings and reports. Students who have an excused absence are still required to turn in their questions. They may do so by email.

a. Questions/comments on the text readings at the beginning of the course should

be drawn from different chapters of each book and should reflect some understanding of the content of the reading and explicitly reference the readings (**for example: Clausewitz writes about “Frictions in War” - P. 119 : what does he mean and how might this be applied to a policy issue?**).

b. Questions/comments on the “Strategy and Policy” reports should be drawn from different readings provided by the students, explicitly referencing the readings (**for example: in “Iran New Surprises,” concerns are raised over the need for highly enriched uranium for medical purposes. What is the required level of enrichment for such purposes? Or, Clausewitz writes about “Frictions in War” - P. 119 - : what does he mean and how might this be applied to a policy issue?**).

**Note: Students who are delivering a presentation need not turn in questions on the day of their presentation.**

Crisis Management Exercises: Two Crisis Management exercises are scheduled for this class. Students will be graded on the quality of their participation in each. For the first exercise, students will be divided into 2 national security council teams chaired by a graduate student pick randomly. One team will represent the National Security Council (NSC) of the US and one of a fictitious country. The teams will be required to manage a security crisis involving their two countries in an interactive free play exercise. For this exercise, students will be graded on the quality of their inputs.

For the second exercise students will be divided into several teams. Each team will given a specific position to initially present and defend before the augmented NSC (the class assembled) on an issue currently confronting the US. The NSC convened will be chaired and co-chaired by a graduate student. Each student on the team must prepare and present some aspect of the team’s initial position. Following the presentations on initial positions, students then will engage in a free play exercise, which will conclude with written policy recommendation(s) to the President for his action. For this exercise students will be graded on the quality of their preparation as well as the quality of their inputs during the exercise. The Second Crisis Management exercise will address (TBD). So students should stay abreast of events and issues on the subject to be addressed during the 2<sup>nd</sup> exercise.

Crisis Management Lessons Learned: Students will be required to prepare a one-page “lessons Learned” paper following each crisis management exercise. **Two** printed copies should be prepared– one to be turned in at the beginning of the class and one to use during discussions of the lessons learned (i.e Exercise Wash-up). Students who have an excused absence are still required to turn in their “lessons learned” paper. They may do so by email.

**6. Topics for Oral and Written Reports on Strategy and Policy:** Students will be assigned a topic from a list to be developed during the first class period of country, regional, or issue specific problems confronting or likely to confront the United States in the upcoming decade. Each topic will be addressed by a 3-4 person team, which will develop a strategy and supporting U.S. policies for dealing with the topic and report out there views orally to the class for discussion as noted above. The team will then refine its views and prepare a final written report on its recommended US strategies and policies.

**7. Examinations. There will be no exams in this course. All work will be graded as noted below.**

**8. Grading:**

**Graduate Students:** A = 93-100; B = 85-92; C = 78-84; D = 70-77; F = below 70.

**Under Graduate Students:** A=90-100; B=80-89; C=70-79; D=60-69; F=below 60.

**Grades will not be curved for this course.**

Class preparation and Participation	16%
Question/comment papers =1.2% each	
Crisis Management Participation	15%
Lessons Learned Reports,	
each worth 2%	4%
Presentations on Readings	15%
Oral Report on Strategy and Policy	15%
Timely announcement of Readings for	
Strategy and Policy Oral Reports	5%
Final Written Report	30%

**9. Office Hours: Tuesday 1 pm – 2 pm, by appointment.**

Office: Ivan Allen College, 781 Marietta St Room 146

Please make an appointment by telephone (404-894-0682) or email (robert.kennedy@inta.gatech.edu) so you don't have to hang around the office waiting.

**10. Course Outline and Reading Assignments:**

<u>Date</u>	<u>Topics and Readings</u>
Jan 11	Course Introduction, Organizational Efforts, and Issues in Decision-making
Jan 18	Strategy and the Concept of Strategic Thinking <u>Read:</u> Sun Tzu, <i>The Art of War</i> <u>Presentation by</u> undergraduate students as separately noted Discussion
Jan 25	Strategy and the Concept of Strategic Thinking, Con't <u>Read:</u> Carl von Clausewitz, <i>On War</i> , Introduction and Books 1-3, Scan the remaining Books <u>Presentation by</u> undergraduate students as separately noted Discussion <u>Presentation</u> of graduate students comparing and contrasting views of Clausewitz with those of Sun Tzu

- Feb 1 Strategy and the Concept of Strategic Thinking, Con't  
Read: Liddell Hart, *Strategy*, Parts 1-2  
Presentation by undergraduate students as separately noted  
 Discussion
- Feb 8 Strategy and the Concept of Strategic Thinking, Con't  
Read: Liddell Hart, *Strategy*, Parts 3-4  
Presentation by undergraduate students as separately noted  
 Discussion  
Presentation of graduate students comparing and contrasting views  
 of Liddell Hart with those of Clausewitz
- Feb 15 Strategic Negotiating and Bargaining  
Read: Roger Fisher, et.al, *Getting to Yes*  
Presentation by undergraduate students as separately noted  
 Discussion  
Presentation by graduate students highlighting points made by Ury  
 in *Getting Past No*.
- Feb 22 Crisis Management Exercise
- Mar 1 Crisis Management Wash-up  
 Prepare a one-page paper on: "The Lessons Learned  
 from the C-M Exercise"  
 Strategy and Policy Report 1:
- Mar 8 Guest Speaker/Film
- Mar 15 Strategy and Policy Report 2:  
 Strategy and Policy Report 3:
- Mar 21-25 Mid-term Recess**
- Mar 29 Strategy and Policy Report 4:  
 Strategy and Policy Report 5:
- Apr 5 Crisis Management Exercise
- Apr 12 Crisis Management Exercise Wash-up  
 Prepare a one-page paper on: "The Lessons Learned  
 from the C-M Exercise"  
 Strategy and Policy Report 6:
- Apr 19 Strategy and Policy Report 7:  
 Strategy and Policy Report by Graduate Students

Apr 26 No class: time to work on finalizing student policy reports.

Apr 28 Final Written Reports due