

GEORGIA INSTITUTE OF TECHNOLOGY
Sam Nunn School of International Affairs
International Affairs 8803RK
Contemporary Foreign & Security Issues
[Revision 3, Jan 17, 2012](#)

TTh: 12:05-1:25 PM
Howey Physics S204

Robert Kennedy
Spring 2012

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 on U.S. foreign and security studies; (2) to help you understand what agencies are involved in the making of foreign and security policies, the complexities involved in the formulation of truly integrated approaches to foreign and security policies; (3) concepts associated with “strategic thinking” and “strategic planning;” (4) to assess the major problems of our times (e.g. war and peace, nation-building and disintegration, and unilateralism and multilateralism; and (5) 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 are 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

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 edition.

Joseph S. Nye, Jr. *The Future of Power*. New York: Public Affairs/Perseus Books Group, 2011. Paperback edition.

Robert Kennedy, “The Elements of Strategic Thinking: A Practical Guide” in Gabriel Marcella (ed.), *Teaching Strategy: Challenge and Response* Carlisle, Pa: US Army War College Strategic Studies Institute, March 2010. (furnished)

“National Security Reform: 12 Central Questions for Responding to the Security Challenges of the 21st Century,” in Robin Dorff and Volker Franke, eds., *Conflict Management and “Whole of Government:” Useful Tools for U.S. National Security Strategy?* (Carlisle, PA: Strategic Studies Institute, forthcoming 2012). (furnished)

4. Prerequisites: None

5. Course Requirements:

General :

a. Course members are expected to attend all classes, complete all assigned readings, participate in classroom discussions, as well as research and deliver an oral and written report on a contemporary foreign or security issue.

b. Since much of the course depends on student participation, course members will be docked 6% of their overall grade for each unexcused absence.

c. In addition to the regularly course readings, course members are encouraged to read a major daily newspaper (print or on-line versions) and watch at least one of the nightly network news broadcasts.

Class Preparation: Course members must prepare 5 questions or comments about all course readings, including those provided by course members prior to their oral presentations, as indicated below. **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. Course members who have an excused absence are still required to turn in their questions. They may do so by email.

a. Questions/comments Sun Tzu, Kennedy, and Nye readings should reflect some understanding of the breadth content of the readings and explicitly reference the reading (for example: Nye writes about “.....” p. 119 what does he mean and how might this be applied in the formulation of foreign or security strategies or policies?

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,” p. 10 concerns are raised over the need for highly enriched uranium for medical purposes. What is the required level of enrichment for such purposes?

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

Crisis Management And Strategy-Policy Formulation Exercises: Two free play exercises are scheduled for this class – a crisis management exercise and a strategy and policy formulation exercise. Course members will be graded on the quality of their participation in each. **Graduate Students will be graded on their performance as chairpersons, in encouraging participation, soliciting inputs, managing discussions, and achieving consensus on policy responses.**

For the **first exercise**, students will be divided into 2 National Security Council teams chaired by a graduate student. 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.

On the first day of the exercise, course members will be introduced to the problem and then develop an initial position to be conveyed to the opposing National Security Council. If time permits, a response may be rendered. On the second day of the exercise **the two** security councils will continue to address the issue. **Course members must not share or discuss their ideas or any aspect of the exercise with members of the opposing country in between class sessions.**

For the **second exercise undergraduate** course members will be divided into several teams. Two weeks before the exercise, **undergraduate teams** will assigned a specific initial position to present and defend before the augmented NSC (the class assembled) on an issue currently confronting the US. **Teams are not to reveal their position to members of other teams.** During the two weeks team members sharing the same position should work together to develop a **12-15** minute presentation to the

augmented U.S. National Security Council (i.e. the class assembled) on why the **NSC** should recommend that approach to the President as a means of dealing with the problem. The NSC convened will be **co-chaired by graduate students**. Each **undergraduate** student on the team must prepare and present some aspect of the team's initial position.

On the **first day** of the exercise, teams will present their views. **Each member of the team must present some aspect of the team's initial position. Grading will be based on how well the position is developed and articulated.**

On the **second day**, **all course members will assemble as the NSC augmented in a "free play" exercise** to discuss the issues and make a recommendation to the President for action. The exercise will conclude with **a point paper style** strategy and supporting policy recommendation(s) to the President for his action. **Course members must not share or discuss their ideas outside of their team either before the exercise begins or in between class sessions.**

For this exercise students will be graded on the quality of their preparation as well as the quality of their inputs during the exercise. This second exercise will address **(TBD)**. So students should stay abreast of events and issues on the subject to be addressed during the 2nd exercise.

Crisis Management Wash-up/Lessons Learned: Course members 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.

Oral and Written Reports on Foreign or Security Policy: **Graduate course members** 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. Graduate course members then will research the issue and develop a strategy and supporting U.S. policies for dealing with the topic and report out there views orally to the class for discussion. **Oral reports should be about 30-40 minutes, leaving about 30 minutes for class discussions. As noted above, on the day course members deliver their oral report they are exempt from the requirement to turn in a paper with 5 questions or comments about the subject.**

Course members will then refine their views based on classroom discussions and prepare a final written report on the recommended US strategy and supporting policies.

Final written reports should be about 20-25 pages in length. Final written reports are due NLT noon, May 1.

Timely Announcement of Readings for Oral Foreign or Security Policy Reports: All course members 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.

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

8. Grading:

Graduate course members: A = 93-100; B = 85-92; C = 78-84; D = 70-77;
F=below 70. **Grades will not be curved for this course.**

Class preparation and Participation	20%
Question/comment papers =1% each	
Discretionary = 4%	
Crisis Management Participation	10%
Lessons Learned Reports,	
each worth 2.5%	5%
Presentations on Readings	15%
Timely announcement of Readings for	
Strategy and Policy Oral Reports	5%
Oral Report on Strategy and Policy	20%
Final Written Report	25%

9. Office Hours: 1:30 pm– 2:30 pm, Tues, Thurs by appointment

Office: Ivan Allen College (Habersham Building) Room: G-14
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 10	Course Introduction, Organizational Efforts
Jan 12	About American Foreign and Security Policy: What is it? Who makes it? What tools do they have? What means do they employ?
Jan 17	About American Foreign and Security Policy: What is it? Who makes it? What tools do they have? What means do they employ? Continued
	Problems in Strategy formulation and Policy execution Read: Robert Kennedy, "National Security Reform: 12 Central Questions for Responding to the Security Challenges of the 21st Century," (furnished by Prof Kennedy) <u>Presentation by Bess Cupido</u>
Jan 19	Presentation and discussion continues as necessary on "National Security Reform" As necessary Led by Bess Cupido

	Problems in Strategy formulation and Policy execution <u>Read:</u> Sun Tzu: <i>The Art of War</i> <u>Presentation by</u> David Wilkes and Ben Porter <u>Discussion</u> if time permits, led by Bess Cupido on Sun Tzu's utility in terms of contemporary foreign and security policy issues
Jan 24	Problems in Strategy formulation and Policy execution <u>Discussion on Sun Tzu's continues</u>
Jan 26	Concepts on Situational Analysis <u>Read:</u> Robert Kennedy, "Elements of Strategic Thinking: A Practical Guide" (furnished by Prof Kennedy) <u>Presentation and Discussions</u> TBA
Jan 31	Guest Speaker
Feb 2	Crisis Management Exercise Read in and country caucuses Materials Furnished
Feb 7	Crisis Management Exercise
Feb 9	Crisis Management Exercise Wash-up (Lessons Learned)
Feb 14	What is Power in Global Affairs? Read: Nye, Preface & Chapters 1 Student Report and discussions
Feb 16	Military Power Read: Nye, Chapter 2 Student Report and discussions
Feb 21	Economic Power Read: Nye, Chapter 3 Student Report and discussions
Feb 23	Soft Power Read: Nye, Chapter 4 Student Report and discussions
Feb 28	Diffusion and Cyberpower Read: Nye, Chapter 5 Student Report and discussions
Mar 1	Power Transition Read: Nye, Chapter 6

Two Students Report and discussions

Mar 6	Smart Power Read: Nye, Chapter 7 Student Report & discussions
Mar 8	Strategy-Policy Formulation Exercise. Positions Defined
Mar 13	Strategy-Policy Formulation Exercise
Mar 15	Strategy-Policy Formulation Exercise Wash-up (Lessons Learned)
Mar 19-23	Mid-term Recess
Mar 27	Research (No class today)
Mar 29	Foreign Policy Report #1
Apr 3	Foreign Policy Report #2
Apr 5	Foreign Policy Report #3
Apr 10	Foreign Policy Report #4
Apr 12	Foreign Policy Report #5
Apr 17	Foreign Policy Report #6
Apr 19	Foreign Policy Report #7
Apr 24	Discussions on Palestinian- Israeli conflict
Apr 29	Finalize Research and Writing (No class today)
May 1	Research Paper due today by noon