Course Syllabus and Policy Requirement Statement

In order to access your course materials, you must agree to the following, by clicking the "Mark Reviewed" button below.

By checking the "Mark Reviewed" link below, you are indicating the following:

- You have read, understood, and will comply with the policies and procedures listed in the class syllabus, and that you have acquired the required textbook(s).
- You have read, understood, and will comply with class policies and procedures as specified in the online Student Handbook.
- You have read, understood, and will comply with computer and software requirements as specified with Browser Test.
- You have familiarized yourself with how to access course content in Blackboard using the Student Quick Reference Guide or CSS Student Orientation Course.

ISSA 6301: Grand Strategy, Intelligence Analysis, and Rationality

Course Description/Overview

ISSA 6301 employs a Clausewitzian approach (in reference to Carl von Clausewitz, the great Prussian theorist and practitioner of war) to explore the interactions between intelligence analysis, context, culture, and rationality (the ways in which different individuals and groups think), and the ways in which understanding those interactions can help intelligence professionals determine and counter an enemy's grand strategy. While the focus is on the grand-strategic level, students will also see how these interrelationships influence intelligence analysis and its effectiveness at the military-strategic, operational, and tactical levels.

This course uses the US as its primary example to examine grand strategy development, processes and implementation. This is not to ignore other countries or say the US is the most capable country in developing and implementing an appropriate grand strategy. However, because the US has such a broad approach to attaining strategic objectives and engages with so many other policy actors worldwide, it serves as an appropriate model of study for this course.

Required Use of Masks/Facial Coverings by Students in Class At Angelo State University

As a member of the Texas Tech University System, Angelo State University has adopted the mandatory Facial Covering Policy [Link] to ensure a safe and healthy classroom experience. Current research on the COVID-19 virus suggests there is a significant reduction in the potential for transmission of the virus from person to person by wearing a mask/facial covering that covers the nose and mouth areas. Therefore, in compliance with the university policy students in this class are required to wear a mask/facial covering before, during, and after class. Faculty members may also ask you to display your daily screening badge as a prerequisite to enter the classroom. You are also asked to maintain safe distancing practices to the best of your ability. For the safety of
everyone, any student not appropriately wearing a mask/facial covering will be asked to leave the classroom immediately. The student will be responsible to make up any missed class content or work. Continued non-compliance with the Texas Tech University System Policy may result in disciplinary action through the Office of Student Conduct.

Course Textbooks/Daily Knowledge

Required Texts:


Additional readings from online resources will be assigned for specific lessons.

Recommended Texts


Course Objectives/Learning Outcome

Objectives:
As a result of completing this course, the student will be able to:

1. Understand the complexity involved in developing, implementing and executing strategy.
2. Comprehend how intelligence and strategy are intertwined.
3. Comprehend the idea of national power and how it can be used to achieve strategic goals.
4. Understand how national policies are developed in pursuit of national strategy.
5. Understand different mechanisms and influences involved in the national decision making process.
6. Be able to differentiate and connect the strategic, operational, and tactical levels of strategy execution.
A Note on Grades: ISSA 6301 is a colloquium (meaning a group discussion, from the Latin Colloqui – to talk together, to have a conversation). As such, weekly participation in the discussion threads is expected and forms part of the grade. Note that the minimum acceptable participation in the discussions includes an initial (robust) post and two responses to classmates’ robust posts. Final grades are composed as follows:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percent of Grade</th>
<th>Due</th>
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<tbody>
<tr>
<td>Participation in Discussion Board</td>
<td>30%</td>
<td>Weekly when no essay is assigned. Primary postings are due no later than 11:59 p.m. Central Time on Fridays. Responses are due no later than 8:00 a.m. Central Time on Mondays.</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>30%</td>
<td>See Lesson 5 for detailed instructions.</td>
</tr>
<tr>
<td>Final Essay</td>
<td>40%</td>
<td>See Lesson 7 for detailed instructions.</td>
</tr>
</tbody>
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Rubrics

Discussion forums and writing assignments will be graded using a standardized rubric. It is recommended that you be familiar with these grading criteria and keep them in mind as you complete the writing assignments. There are two rubrics. Click the link to download the PDF document:


Students are expected to write original material in support of discussion and essay requirements associated with this class. Please review the Student Handbook and Student Code of Conduct if you have further questions regarding this.

Due to the nature of this class, there isn’t a minimum required number of words for original or discussion posts, nor is there a minimum number of discussion posts expected each week. Students are expected to write at a graduate level.

Students are expected to use appropriate source materials in support of their examples, evidence and details, such as primary source materials or peer-reviewed article and journals. For more on this, please see the Porter Henderson Library Research Tools webpage, [http://www.angelo.edu/services/library/handouts/](http://www.angelo.edu/services/library/handouts/)

Students are expected to participate in discussions with their classmates on a range of topics, enough to ensure that their own biases of their studies have not affected their understanding of the learning objectives for the week.

Angelo State University employs a letter grade system. Grades in this course are determined on a percentage scale:

- A = 90 – 100%
- B = 80 – 89%
- C = 70 – 79%
Course Organization/Course Bibliography and Required Readings:

Course Organization: 2 Sections

Section I: Foundation—Tools, Processes, and Mechanisms of Grand Strategy, Intelligence and Rationality; Lessons 1-4

Section II: Application—Grand Strategy, Intelligence and Rationality in Execution; Lessons 5-7

Section I The Foundation

Lesson 1: Grand Strategy and the Instruments of Power

Lesson Objectives:

1. Introduce the course and cover course requirements, syllabus and policies.
2. Identify the components of grand strategy.
3. Comprehend the different theoretical approaches to strategy and how they link strategy and warfare.
4. Understand how the different instruments of power are used to achieve strategic goals.
5. Understand the interrelationship between the instruments of power and the dynamics of how they can be used in conjunction with one another.
6. Comprehend the idea of national power and how it can be defined.

Required Readings:

Lesson 2: Why Strategy is Complex: An Imperfect Pursuit

Lesson Objectives:

1. Comprehend the differing definitions of strategy.
2. Understand the challenges associated with developing, defining and pursuing strategy.
3. Understand the concept of non-linearity and how it applies to strategy and its development.

Required Readings:


Lesson 3: Why Strategy is Complex—How Governments Behave and Make Decisions

Lesson Objectives:

1. Identify the different organizations and actors involved in formulating and implementing government decisions.
2. Understand the different methods governments use to make decisions.
3. Comprehend the different motivations and influences for government actions.

Required Readings:

5. Richard F. Grimmett, "Foreign Policy Roles of the President and Congress," June 1, 1999

Lesson 4: Grand Strategy and Intelligence: The Feeder and Feedback

Lesson Objectives:

1. Comprehend the role of intelligence in the development of grand strategy.
2. Understand how information and intelligence are used in strategy development.
3. Comprehend the need for critical thinking within the strategy making process.

Required Readings:


Section II Application

Lesson 5: The Spectrum of Conflict: Big War—Conventional and Nuclear War

Lesson Objectives:

1. Comprehend how nuclear weapons change strategic decision making
2. Understand the concept of deterrence and its applicability to national strategies
3. Understand how conventional forces are used today to achieve strategic goals.
4. Identify the different domains of conflict and how they can be leveraged to further strategic interests

Required Readings:


Lesson 6: The Spectrum of Conflict: Small War—Low Intensity Conflict, Insurgencies, Terrorism

Lesson Objectives:

1. Comprehend the security environment described by Barnett and Huntington and the impact on US strategy.
2. Understand the defining terminology for the current security environment such as 4th Generation Warfare, asymmetric means, irregular warfare, terrorism and insurgency.
3. Apply strategic concepts to the 'small-war' portion of the spectrum of conflict.

Required Readings:

Lesson 7: Grand Strategy Assessment: Iraq, then and now

Lesson Objectives:

1. Understand the application of grand strategy to the US effort in Iraq
2. Comprehend how Iraq presented a complex challenge to US strategic planners and policy makers.
3. Assess US effectiveness in pursuing and meeting strategic objectives in Iraq.
4. Understand the policy-intelligence process as it related to the decision for war.

Required Readings:

3. Watch Colin Powell’s speech to the UN (Part 1)
5. Report of the Select Committee on Prewar Intelligence Assessments About Postwar Iraq, Senate Select Committee on Intelligence. Read Introduction (pp. 1-35).

Recommended Readings

3. Ross Harrison, "Confronting the 'Islamic State': Towards
a Regional Strategy Contra ISIS,” Strategic Studies Institute, 2014.


**Communication**

**Office Hours/Contacting the Instructor**

See the Instructor Information section for contact information.

**University Policies**

Academic Integrity

Angelo State University expects its students to maintain complete honesty and integrity in their academic pursuits. Students are responsible for understanding and complying with the university [Academic Honor Code](http://www.angelo.edu/student-handbook/code-of-student-conduct/misconduct.php) and the [ASU Student Handbook](http://www.angelo.edu/student-handbook/code-of-student-conduct/misconduct.php). According to the Student Handbook, plagiarism is explained as:

1. The representation of words, ideas, illustrations, structure, computer code, other expression or media of another as one’s own and/or failing to properly cite direct, paraphrased or summarized materials.

2. Self-plagiarism which involves the submission of the same academic work more than once without the prior permission of the instructor and/or failure to correctly cite previous work written by the same student.

Accommodations for Disability

ASU is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments of 2008 (ADAAA), and subsequent legislation.

Student Affairs is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability, and it is the student’s responsibility to initiate such a request by emailing studentservices@angelo.edu, or by contacting:

Office of Student Affairs
University Center, Suite 112
325-942-2047 Office
325-942-2211 FAX

Student absence for religious holidays

A student who intends to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. A student who is absent from classes for the observance of a religious holy day shall be allowed to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence.