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## American Public University System

*The Ultimate Advantage is an Educated Mind*

**School of Security and Global Studies  
IRLS415  
Logistical Support of United Nations  
Peacekeeping Operations  
Credit Hours: 3  
Length of Course: 8 Weeks  
Prerequisite: NONE**

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### Instructor Information

**Instructor:** [insert name with credentials]

**Biography:** [insert APUS biography link]

Please contact your instructor through the Messages tab in the classroom.

After the class is over, instructor contact information: [insert mycampus address]

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### Course Description (Catalog)

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## **IRLS415 Logistical Support of United Nations Peacekeeping Operations (3 hours)**

This course explores logistics in United Nations peacekeeping operations. Students will gain an understanding of the concepts, principles, and strategies that govern logistical support for UN peace operations. Emphasis is placed on building an understanding of the role, responsibilities, and limitations facing those who manage logistics for UN peace operations. This includes challenges surrounding funding and rapid deployment, as well as the advantages and challenges associated with public/private partnerships and a multi-dimensional approach to peacekeeping logistics. This course offers a unique advantage, in that completion of this course will make students eligible to obtain a certificate of completion from the United Nation's Peace Operations Training Institute. It is up to the student to go to the POTI website to find how to obtain the POTI certificate, once this course is completed.

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### **Course Scope**

As a 400-level course, this course provides a higher level of knowledge building on the material taught at the 300 level. The purpose and scope of this course is to enable the student to build a deeper understanding of the discipline.

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### **Course Objectives**

After successfully completing this course, you will be able to:

CO-1 Prepare a logistics planning tool that captures key planning considerations for the four stages of the mission life cycle, to include: the pre-planning phase, mission start-up, mandate implementation phase, and transition.

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CO – 2 Distinguish among the basic concepts of logistical support by identifying existing peacekeeping operations that utilize each of the four basic concepts of logistical support: the self-reliance concept, lead member state concept, force logistic support group concept, civilian contract support concept.

CO-3 Deconstruct a current or completed UN peacekeeping operation to determine essential logistics principles.

CO-4 Assess UN capabilities for rapid deployment.

CO- 5 Evaluate how the activities, procedures, and responsibilities required by the UN for financing logistical support ensure adequate funding and prevent the misappropriation of funds.

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### Course Delivery Method

This course, delivered via distance learning, will enable students to complete academic work in a flexible manner, completely online. Course resources and access to an online learning management system will be available to each student. Online assignments are due by Sunday at 11:55 pm ET and include all written assignments, examinations, and research papers submitted for grading. Weekly Forum questions (accomplished in groups in a Forum) require an initial response by Thursday at 11:55 pm ET, with all other required responses due by Sunday at 11:55 pm ET. The assigned faculty will support the students throughout this eight-week course.

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### Course Resources

- The **required** text for this course is:

Langholtz, Harvey J. (ed). 2010. *Logistical Support to UN Peacekeeping Operations*. POTI. (158 pages)

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- Journal articles and government reports from selected bibliography, noted below
- Weekly Lesson Notes and videos or audio files are found in the Lessons area of the classroom.

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## **Evaluation Procedures**

### **Forum discussions – 25 percent**

Each week, a discussion question is provided and posts should reflect an assimilation of the readings. Students are required to provide a substantive initial post by Thursday at 11:55 pm ET and respond to 2 or more classmates by Sunday 11:55 pm ET. Forum posts are graded on timeliness, relevance, knowledge of the weekly readings, and the quality of original ideas.

### **Midterm assignment - 25 percent**

This assignment is a take-home essay assignment of 2 questions, 3 pages each, to test knowledge and assimilation of the course objectives. The exclusive use of required texts and readings from this course is mandatory.

### **Progress assignment - 25 percent**

Specialized Exercise. 8-10 pages including research and analysis.

### **Final assignment – 25 percent**

This assignment is a take-home essay assignment of 2 questions, 3 pages each, to test knowledge and assimilation of the course objectives. The exclusive use of required texts and readings from this course is mandatory.

<b>Grade Instruments</b>	<b>Percentage</b>
Forum Discussions (8)	<b>25</b>

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Midterm Assignment	<b>25</b>
Progress Assignment	<b>25</b>
Final Assignment	<b>25</b>
<b>Total</b>	<b>100</b>

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## 8 – Week Course Outline

<u>Week</u>	<u>Topic(s)</u>	<u>Course Objective(s)</u>	<u>Reading(s)</u>	<u>Assignment(s)</u>
<b>1</b>	<b>UN Peacekeeping Structure</b>	<b>CO(1)</b>	<p><b>Author, Title</b></p> <p>POTI Text Lesson 1</p> <p>Voetmann, Peter. The Structure, Planning, and Execution of UN Peace Operations. (11 pages)</p> <p>Hardemon, Richard A. General Logistics Paradigm: A Study of the Logistics of Alexander, Napoleon, and Sherman. (18 pages)</p> <p>Schervak, Christine M. The Globalization of Military Logistics. (6 pages)</p>	Week One Forum Discussion

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			Wilhelm, Karen S. A Historical Perspective on the Future of Military Logistics. (6 pages)	
2	<b>Principles of international logistics.</b>	<b>CO(1)</b>	POTI Text Lesson 2  Dorn, Walter. Tools of the Trade. (94 pages)  Smith, Bradley E. The Mandate to Revolutionize Military Logistics. (11 pages)	Week Two Forum Discussion
3	<b>Peacekeeping Logistics Structure</b>	<b>CO(2)</b>	POTI Text Lesson 3  United States Government Accountability Office. Peacekeeping: Observations on Costs, Strengths, and Limitations of US and UN Operations. (21 pages)	Week Three Forum Discussion  Midterm Assignment
4	<b>Mission Life Cycle</b>		POTI Text Lesson 4  United Nations. A New Partnership Agenda – Charting	Week Four Forum Discussion

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		<b>CO(3)</b>	a New Agenda for UN Peacekeeping. (56 pages)	
<b>5</b>	<b>Rapid Deployment and Partnering for more effective Response</b>	<b>CO(2)</b>	<p>POTI Text Lesson 5</p> <p>Baker, Deane Peter, and James Pattison. The Principled Case for Employing Private Military and Security Companies in Interventions for Human Rights Purposes. (18 pages)</p> <p>Harsch, Michael F., and Johannes Varwick. NATO and the UN. (8 pages)</p> <p>Lamprey, Comfort. Engaging Civil Society in Peacekeeping. (27 pages)</p>	Week Five Forum Discussion
<b>6</b>	<b>Financing Logistical Support</b>	<b>CO(1)</b> <b>CO(4)</b>	<p>POTI Text Lesson 6</p> <p>Brazier, David. Heavy lifting for UN Peacekeeping. (3 pages)</p>	<p>Week Six Forum Discussion</p> <p>Progress Assignment</p>

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			<p>Leibstone, Marvin. Rapid Deployment: What it takes. (10 pages)</p> <p>Listou, Tore. Speculation by necessity- Non-commercial supply chains and the challenge of demand uncertainties and political processes. (17 pages)</p> <p>United States Government Accountability Office. UN Peacekeeping: Challenges obtaining needed resources could limit further large deployments and should be addressed in US reports to Congress. (68 pgs)</p>	
7	<b>Contingent Owned Equipment, Lines of Authority, and Financing</b>	<b>CO(5)</b>	<p>POTI Text Lesson 7</p> <p>Fetterly, Ross. A review of Peacekeeping Financing Methods. (15 pages)</p>	Week Seven Forum Discussion



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			United States Government Accountability Office. Lines of Authority for field procurement remain unclear but reforms have addressed some issues. (48 pages)	
<b>8</b>	<b>Liquidation</b>	<b>CO(2)</b> <b>CO(3)</b> <b>CO(4)</b> <b>CO(5)</b>	POTI Text Lesson 8	Week Eight Forum Discussion  Final Assignment

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## **Policies**

Please see the [Student Handbook](#) to reference all University policies. Quick links to frequently asked question about policies are listed below.

- [Drop/Withdrawal Policy](#)
- [Plagiarism Policy](#)
- [Extension Process and Policy](#)
- [Disability Accommodations](#)

## **Citation and Reference Style**

Attention Please: Students will follow the Turabian/Chicago Style as the sole citation and reference style used in written work submitted as part of coursework to the University.

See <http://www.apus.edu/Online-Library/tutorials/chicago.htm>.

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### **Late Assignments**

Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. As adults, students, and working professionals, I understand you must manage competing demands on your time. Should you need additional time to complete an assignment, please contact me before the due date so we can discuss the situation and determine an acceptable resolution. Routine submission of late assignments is unacceptable and may result in points deducted from your final course grade.

### **Netiquette**

Online universities promote the advancement of knowledge through positive and constructive debate – both inside and outside the classroom. Forums on the Internet, however, can occasionally degenerate into needless insults and “flaming.” Such activity and the loss of good manners are not acceptable in a university setting – basic academic rules of good behavior and proper “Netiquette” must persist. Remember that you are in a place for the rewards and excitement of learning which does not include descent to personal attacks or student attempts to stifle the Forum of others.

- **Technology Limitations:** While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The Sakai classroom may not fully support MIME or HTML encoded messages, which means that bold face, italics, underlining, and a variety of color-coding or other visual effects will not translate in your e-mail messages.
- **Humor Note:** Despite the best of intentions, jokes and especially satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add “emoticons” to help alert your readers: ;-), : ), ☺

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## **Online Library**

The Online Library is available to enrolled students and faculty from inside the electronic campus. This is your starting point for access to online books, subscription periodicals, and Web resources that are designed to support your classes and generally not available through search engines on the open

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Web. In addition, the Online Library provides access to special learning resources, which the University has contracted to assist with your studies. Questions can be directed to [librarian@apus.edu](mailto:librarian@apus.edu).

- **Charles Town Library and Inter Library Loan:** The University maintains a special library with a limited number of supporting volumes, collection of our professors' publication, and services to search and borrow research books and articles from other libraries.
- **Electronic Books:** You can use the online library to uncover and download over 50,000 titles, which have been scanned and made available in electronic format.
- **Electronic Journals:** The University provides access to over 12,000 journals, which are available in electronic form and only through limited subscription services.
- **Tutor.com:** AMU and APU Civilian & Coast Guard students are eligible for 10 free hours of tutoring provided by APUS. Tutor.com connects you with a professional tutor online 24/7 to provide help with assignments, studying, test prep, resume writing, and more. Tutor.com is tutoring the way it was meant to be. You get expert tutoring whenever you need help, and you work one-to-one with your tutor in your online classroom on your specific problem until it is done.

### **Request a Library Guide for your course**

**(<http://apus.libguides.com/index.php>)**

The AMU/APU Library Guides provide access to collections of trusted sites on the Open Web and licensed resources on the Deep Web. The following are specially tailored for academic research at APUS:

- Program Portals contain topical and methodological resources to help launch general research in the degree program. To locate, search by department name, or navigate by school.
- Course Lib-Guides narrow the focus to relevant resources for the corresponding course. To locate, search by class code (e.g., SOCI111), or class name.

If a guide you need is not available yet, please email the APUS Library: [librarian@apus.edu](mailto:librarian@apus.edu).

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## Selected Bibliography

- Baker, Deane-Peter, and James Pattison. 2012. The Principled Case for Employing Private Military and Security Companies in Interventions for Human Rights Purposes. *Journal of Applied Philosophy* 29, no 1 (February): 1-18. (18 pages) (Week 5)
- Brazier, David. 2009. Heavy lifting for UN Peacekeeping. UN Chronicle. (March 1). (3 pages) (Week 6)
- Dorn, Walter. 2007. Tools of the Trade. External Study Commissioned by the UN Department of Peacekeeping Operations (September). (94 pages) (Week 2)
- Fetterly, Ross. 2006. A review of Peacekeeping Financing Methods. *Defense and Peace Economics* 17, no. 5 (October): 396-411 (15 pages) (Week 7)
- Hardemon, Richard A. 2011. General Logistics Paradigm: A Study of the Logistics of Alexander, Napoleon, and Sherman. *Air Force Journal of Logistics* 35, no. 1, 2 (April): 78-95 (18 pages) (Week 1)
- Harsch, Michael F., and Johannes Varwick. 2009. NATO and the UN. *Survival* 51, no.2 (April/May): 5-12 (8 pages)(Week 5)
- Lamprey, Comfort. 2007. Engaging Civil Society in Peacekeeping. Sabbatical Leave Research Paper Sponsored by the United Nations Office of Human Resources Management (August) (27 pages)(Week 5)
- Leibstone, Marvin. 2003. Rapid Deployment: What it takes. *Military Technology* 27, no 8, 9. (August): 8-18. (10 pages)(Week 6)
- Listou, Tore. 2008. Speculation by necessity- Non-commercial supply chains and the challenge of demand uncertainties and political processes. Paper presented at the 7<sup>th</sup> International Meeting for Research in Logistics, AVIGNON (September 24-26). <http://www.airl-logistique.org/fr/files/?view=373> (accessed May 18, 2013) (17 pages) (Week 6)

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Schervak, Christine M. 2010. The Globalization of Military Logistics. *Army Sustainment* 42, no.3 (May/June): 57-62. (6 pages) (Week 1)

Smith, Bradley E. 2007. The Mandate to Revolutionize Military Logistics. *Air & Space Power Journal* 21, no. 2 (Summer): 90-99 (11 pages) (Week 2)

United States Government Accountability Office. 2008. Lines of Authority for field procurement remain unclear but reforms have addressed some issues. Report to the Committee on Foreign Relations, US Senate. (48 pages) (Week 7)

United Nations. 2009. A New Partnership Agenda – Charting a New Agenda for UN Peacekeeping. Department of Peacekeeping Operations and Department of Field Support. New York (July). (56 pages) (Week 4)

United States Government Accountability Office. 2007. Peacekeeping: Observations on Costs, Strengths, and Limitations of US and UN Operations. Statement of Joseph A. Christoff, Director International Affairs and Trade. Report to the Subcommittee on International Organizations, Human Rights, and Oversight, Committee on Foreign Affairs, House of Representatives. (21 pgs) (Week 3)

United States Government Accountability Office. 2008. UN Peacekeeping: Challenges obtaining needed resources could limit further large deployments and should be addressed in US reports to Congress. Report to the Committee on Foreign Relations, US Senate. (68 pgs) (Week 6)

Voetmann, Peter. 1997. The Structure, Planning, and Execution of UN Peace Operations. Conflict Management, Peacekeeping, and Peacebuilding, Monograph 10. UN Department of Peacekeeping Operations. (April). (11 pages) (Week 1)

Wilhelm, Karen S. 2010. A Historical Perspective on the Future of Military Logistics. *Air Force Journal of Logistics* 34, no. 3, 4 (December): 76-81. (6 pages)(Week 1)

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