American Public University System

The Ultimate Advantage is an Educated Mind

School of Security and Global Studies
MILS514

The Making of Strategy
Credit Hours: 3
Length of Course: 8 Weeks
Prerequisite: NSEC500

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Instructor Information

***Instructor*:**   Add instructor name here….
Biography: Add biography link here….
Please contact your instructor through the Messages tab in the classroom.
After the class is over, instructor contact information: Add mycampus email here ….

Course Description (Catalog)

This course addresses the application of strategy and process of the making of strategy, both of which deal with the preparation and use of military

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power to serve the ends of politics. The treatment is chronological, as determined by the various case studies, and two themes run throughout: the relationship of strategy and the strategic level of war to other levels of war, especially policy and the political level of war; and the difficulty inherent in the process of the making of strategy.

Course Scope

As part of the core requirement, this course introduces the student to critical elements of the discipline. Students will participate in weekly Discussion Forums that correlate to weekly readings. Students will write an analytical research paper and a comprehensive final assignment.

Course Objectives

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

CO-1: Analyze perspectives on strategic thought

CO-2: Assess the process of making strategy at the national and alliance level.

CO-3: Examine the historical and current use of strategy

CO-4: Evaluate patterns, inconsistencies and recurring themes related to the making of strategy

CO-5 Generate new ideas related to strategy and its formulation

Course Delivery Method

This course, delivered via distance learning, will enable students to complete academic work in a flexible manner, completely online. Course materials 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

Required Course Textbooks

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

Murray, Williamson, Bernstein, Alvin, and Knox, MacGregor, eds., *The Making of Strategy: Rulers, States, and War*. Cambridge: Cambridge University Press 1996.

Required Readings

- External websites and other assigned readings are found in the Lessons area of the classroom.

- Weekly Lesson Notes and videos or audio files are found in the Lessons area of the classroom.

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Evaluation Procedures

The course grade is based on the following assessments:

<u>Discussion Forums – 20 percent</u>

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.

Research Question, Purpose Statement, and Literature Review Exercise – 15 percent

The components of this assignment include a research question, a purpose statement, and a literature view of at least 6 sources, two of which must be peer-reviewed. The specific research question should relate to a general topic in the course. 6-8 pages.

Research Paper – 35 percent

Adding to the 6-8 page assignment in Week Two, the research paper should be at least 10 additional pages of analysis of your topic, not including the cover page, the reference list, and any appendices.

Final Assignment – 30 percent

This assignment is a take-home essay assignment requiring an analysis of a campaign to test knowledge and assimilation of the course objectives (8-9 pages max). The exclusive use of required texts and readings from this course is mandatory.

Assignments	Percentage
Research Question Assignment Research Paper Discussion Forums Final Assignment	15 percent 35 percent 20 percent 30 percent
TOTAL	100 percent

8 – Week Course Outline

Week	Topic	Course Objective(s)	Readings	Assignments
1	The Process of Making Strategy	CO-1	Murray, Knox, and Bernstein, *The Making of Strategy*, Chapter 1. Betts, "Is Strategy and Illusion." [Packet in Resources] Yarger, "Toward a Theory of Strategy: Art Lykke and the Army War College Strategy Model," *USAWC Guide* [Packet in Resources], Chapter 8.	Forum 1 Introduction Forum. Acknowledge University Honor Code.
2	Culture and Strategy	CO-3 (RP) CO-4 (Forum)	Murray, Knox, and Bernstein, *The Making of Strategy*, Chapters 2-3	Week Two Forum Research Question Assignment

3	British Strategy	CO-2	Murray, Knox, and Bernstein, *The Making of Strategy*, Chapters 6 and 10.	Week Three Forum
4	American Strategy	CO-5	Murray, Knox, and Bernstein, *The Making of Strategy*, Chapter 8.	Week Four Forum
5	Prussian/German Strategy	CO-1	Murray, Knox, and Bernstein, *The Making of Strategy*, Chapters 9.	Week Five Forum
6	Strategy in War	CO-2 (Forum) CO-1,3,4 (Paper)	Murray, Knox, and Bernstein, *The Making of Strategy*, Chapters 12-14.	Week Six Forum Discussion Research Paper Due
7	Strategy in a Nuclear Age	CO-5	Murray, Knox, and Bernstein, *The Making of Strategy*, Chapter 18.	Week Seven Forum

8	Continuity and Change in the Making of Strategy	CO-3 (Forum) CO-1,2,5 (Final Assignment)	Murray, Knox, and Bernstein, *The Making of Strategy*, Chapter 19.	Week Eight Forum Final Assignment Due

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. All written submissions should be submitted in Times New Roman 12pt font with 1″ margins, typewritten in double-spaced format. Graduate-level work is expected to be free of grammar, usage, and style errors.

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: ;-), :), ☺

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 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**.

- *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.

Turnitin.com

Faculty require assignments be submitted to Turnitin.com. Turnitin.com will analyze a paper and report instances of potential plagiarism for the student to edit before submitting it for a grade. The instructor will post information in the classroom on student procedures.

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Selected Bibliography

Clausewitz, Carl von. *On War*. Edited and Translated by Michael Howard and Peter Paret.Princeton: Princeton University Press, 1989.

Jablonsky, David. *Roots of Strategy* (Book 4). Mechanicsburg, PA: Stackpole Books, 1999.

Paret, Peter, ed. *Makers of Modern Strategy: From Machiavelli to the Nuclear Age*. Princeton: Princeton University Press, 1986.

Van Creveld, Martin. *The Art of War: War and Military Thought*. London: Cassell & Co, 2000.