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## American Public University System

*The Ultimate Advantage is an Educated Mind*

**School of Security and Global Studies**  
**MILS521**  
**Strategy, Tactics, and Operational Art**  
**Credit Hours: 3**  
**Length of Course: 8 Weeks**  
**Prerequisite: NSEC500/MILS500**

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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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This course is a comprehensive study that explores the strategic, operational, and tactical dimensions of war through an examination of military theory in the context of historical experience. Purpose is to promote critical thinking about war based on the clash of ideas and critical inquiry and analysis. Toward that end, students examine some of the masters in the art of war in terms of their ideas and influence regarding strategy, tactics, and especially operational art.

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### 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.

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### Course Objectives

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

**CO-1:** Assess military strategy to include an understanding of the application of the resources of war toward a clear objective and end state.

**CO-2:** Evaluate the levels of war--strategic, operational, and tactical--to include linkages between means and ends.

**CO-3:** Evaluate the major variables that influence strategy, operations, and tactics.

**CO-4:** Judge the feasibility of strategy, operations, and tactics in a multi-dimensional battle space.

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**CO-5:** Analyze current examples of military strategy, operations, and tactics in both a conventional and unconventional operational environment.

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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 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**

There are no textbooks required for this course; all materials are available on-line.

#### **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:

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### **Discussion Forums – 20 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.

### **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 of 4 questions, 2-3 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>Assignments</b>	<b>Percentage</b>
Research Question Assignment	15 percent
Research Paper	35 percent
Discussion Forums	20 percent
Final Assignment	30 percent
<b>TOTAL</b>	<b>100 percent</b>

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**8 – Week Course Outline**

<u>Week</u>	<u>Topic</u>	<u>Course Objective(s)</u>	<u>Readings</u>	<u>Assignments</u>
1	<b>The Basics of Strategy in Warfare</b>	CO-1	Sun Tzu, <i>The Art of War</i>  Richard Gabriel, "Kadesh, The Great Battles of Antiquity"  Michael Prawdin, "Genghis Khan, War of Annihilation"  Machiavelli, Niccolo. <i>The Prince</i> , Books I-V	Introductions  Week One Forum Discussion
2	<b>Strategy, the State, and Modern Warfare</b>	CO-3 (Forum)  CO-1, 5 (Assignment)	General Carl Von Clausewitz, <i>On War</i> , Book III  Bart Schuurman, "Clausewitz and the New	Week Two Forum Discussion  Research Question Assignment

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			<p>Wars Scholars”</p> <p>Echevarria and Gray, “Clausewitz and How Has War Changed”</p> <p>Martin Van Creveld, “Through a Glass Darkly. . .”</p> <p>Krause, “Moltke and the Origins of the Operational Level of War”</p>	
<b>3</b>	<b>World Wars and Western Strategies, Operations, and Tactics</b>	CO-2	<p>Robert Citino, “Tanks in the Great War”</p> <p>Herman S. Wolk, “Sixty-Five Years On: Plans and Strategy to Defeat Japan in World War II”</p> <p>Samuel Eliot Morison, “Thoughts on Naval Strategy, World War II”</p>	Week Three Forum Discussion

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			<p>Paul Johnson, "The Question of British Influence on U.S. Tactical Air Power in World War II"</p> <p>Stevens, "World War II Economic Warfare"</p> <p>Muller, "Losing Air Superiority"</p> <p>Kipp, "The Origins of Soviet Operational Art."</p>	
4	<b>Bottoms Up: Cold War Tactics and Operations Alter Strategy</b>	CO-4	<p>Winston Churchill, "Sinews of Peace (Iron Curtain Speech) 1946"</p> <p>Dean Acheson, "Crisis over Iran," 1946</p> <p>Harry S. Truman, "The Truman Doctrine"</p> <p>NSC 68</p>	Week Four Forum Discussion

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			CONCLUSION STATEMENT  NSC 100	
5	<b>Vietnam: Tactical Success, Strategic Failure</b>	CO-5	<p>Catino, "The Geneva Waltz: The Geneva Conference of 1954"</p> <p>Catino, "Of All the Woes on Earth: The Roots of Communist Activities in Indochina"</p> <p><i>James Kurth</i> "The U.S. Victory in Vietnam: Lost and Found"</p> <p><i>Jonathan D. Caverley,</i> "Explaining U.S. Military Strategy in Vietnam"</p>	Week Five Forum Discussion
6	<b>Post Vietnam and the Gulf War</b>	<p>CO-3 (Forum)</p> <p>CO-2,4 (Assignment)</p>	<p>Brown, "The Maturation of Operational Art: Operations Desert Shield and Desert Strom"</p>	<p>Week Six Forum Discussion</p> <p>Research Paper Due</p>



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			<p>Mark Moyer, "Grand Strategy After the Vietnam War"</p> <p>Caspar Weinberger, "The Uses of Military Power"</p>	
7	<b>Nukes and New Threats: Strategy in the Post Cold War Era</b>	CO-1	<p>Stephen Biddle, <i>The 2006 Lebanon Campaign and the Future of Warfare: Implications for Army and Defense Policy</i></p> <p>Matt M. Matthews, <i>We Were Caught Unprepared: The 2006 Hezbollah-Israeli War</i> (Ft. Leavenworth: Combat Studies Institute, 2008), pp.5-29; and pp. 399-423.</p> <p>Kuehn, "Talking Grand Strategy"</p>	Week Seven Forum Discussion

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			Martel, "The Search For Strategy"  Strachan, "The Changing Character of War in a Multi-Polar World"	
8	<b>Lessons Learned</b>	CO-5 (Forum)  CO-1,2,3 (Assignment)	Qiao Liang and Wang Xiangsui, <i>Unrestricted Warfare</i> .  Review all weeks and determine the key principles of war that drive strategy, operations and tactics.	Week Eight Forum Discussion  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**

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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: ;-), :), ☺

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**Online Library**

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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](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.

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

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