

Instructor Information

Professor: Dr. Brett Morris

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Faculty Bio:

Retired from the Air Force as a colonel, my last assignment was as the Director of Research and Publication at the Air Force's Air Command and Staff College with an appointment as a professor of national and international security. I've also held a number of operational and support jobs in the Air Force. My career was punctuated with special duty assignments to the Middle East and Central Asia. In addition, I've served in several information-related roles with the military, the State Department and the White House.

I hold a PhD in Political Science with an emphasis on international relations from the University of Alabama. I also hold an MA in political science from this institution as well as an MS in Strategic Studies from Air War College, a Master of Military Arts and Operational Sciences from ACSC, as well as a MS in International Relations and a Master's of Public Administration from Troy University (European Division). You might get the idea that I'm a bit addicted to school. In fact, you'd be right. ;) But wait there's more! I've also completed Air Force, Army, Navy, and Marine Command and Staff College programs.

Amazingly, I did find time to have a family, though they're mostly grown and gone, so I'm largely left with the menagerie that went with that. However, we're now down to Quarter horses and German Shepherds.

Course Description

This course focuses on learning to apply power for a state through grand strategy as informed by theory and history. The use of military power is the primary focus, but three other primary instruments of power are discussed and applied: political, economic, and informational. The use of hard versus soft power is one key area of distinction. The course also looks at major challenges that impact the making of strategy: nuclear warfare, asymmetric warfare, and changing political environments across the domains of land, sea, air, space and cyberspace.

Course Scope

This course applies both historical and theoretical lenses to understanding the creation and execution of grand strategy in the execution of statecraft. The history largely begins with the changing nature of statecraft and warfare after the [Peace of Westphalia](#) and with the rise of [Napoleon](#). It continues into the 21st Century. The theory largely focuses on conventional warfare, but it does commit significant time to examining the dramatic effects of nuclear warfare and insurgencies. A third component that undergirds each is also examined – culture. This primarily focuses on the culture surrounding the "Western Way of Warfare" and U.S. military and political culture. It concludes with projections for future changes and challenges in the remainder of the 21st Century.

Learning Objectives

- Comprehend strategy as it applies to national defense and statecraft.
- Demonstrate an understanding of service and combat medium specifics as they relate to warfare.
- Analyze the origins and evolution of the theory of strategy, particularly military strategy.
- Synthesize historical theories and contextual specifics to respond to contemporary conflict the level of grand strategy.

Required Textbooks

Heuser, Beatrice. *The Evolution of Strategy: Thinking War from Antiquity to the Present*. Cambridge: The University Press, 2010.

Snow, Donald M. and Dennis M. Drew. *Making 21st Century Strategy: An Introduction to Modern National Security Processes and Problems*. Maxwell AFB, AL: Air University Press, 2006.

Course Delivery Method

Reading Assignments. You can find your reading assignments in this syllabus. Much of the material comes from your assigned texts. You can find supplemental material under the Course Materials tab on the left side of your electronic classroom. Every effort has been made to minimize textbook costs.

Discussion Boards. These questions are intended to reinforce the objectives for the weekly lesson. Please engage in thoughtful communications with your classmates and your professor. Answering that you agree or do not agree is

not acceptable. You must discuss why. See grading rubric and other details in the discussion board.

Distance learning gives you the flexibility to meet your professional, personal, and academic obligations. As a student, you are expected to follow the student course guidelines and submit your assignments on time. Late submissions will detract from your grade unless you have discussed the situation with me in advance and have an approved extension.

Required Readings

[NOTE 1: Purchased items have asterisks all others are in readings tab unless otherwise noted NOTE 2: Dramatic changes are occurring in the space realm as recently as last week. There will likely be changes in the space readings.]

- Bartholmees, J. Boone. "A Survey of the Theory of Strategy." In *U. S. Army War College Guide to National Security Issues*, vol. 1, pp. 13-39. Edited by J. Boone Bartholmees. Carlisle Barracks, PA: U.S. Army Strategic Studies Institute, 2012.] [WEEK 1]
- Beckett, Ian F. W. *Modern Insurgencies and Counter-Insurgencies – Guerillas and Their Opponents Since 1750*. London: Routledge, 2001. [WEEK 6]
- Brands, Hal. *The Promise and Pitfalls of Grand Strategy*. Carlisle Barracks, PA: U.S. Army Strategic Studies Institute, 2012. [WEEK 1]
- DeBloj, Bruce. "Ascendant Realms: Characteristics of Airpower and Space Power." pp. 529-571. Edited by Phillip Meilinger. Maxwell AFB, AL: Air University Press. [WEEK 4]
- Gray, Colin. *Irregular Enemies and the Essence of Strategy: Can the American Way of War Adapt?* Carlisle Barracks, PA: U.S. Army Strategic Studies Institute, 2012. [WEEK 6]
- Gray, Colin. "Why Strategy is so Difficult." *Joint Forces Quarterly* Vol. 22 (Summer 1999), pp. 6-12. [WEEK 1]
- Heuser, Beatrice. *The Evolution of Strategy: Thinking War from Antiquity to the Present*. Cambridge: The University Press, 2010. [WEEKLY]
- Howard, Michael. "When are Wars Decisive?" *Survival* 41, no. 1, 1999. [WEEK 2]
- G. John Ikenberry. "Why Export Democracy?: The 'Hidden Grand Strategy' of American Foreign Policy". *The Wilson Quarterly* 23, no.2, Spring 1999. [WEEK 1]

- Jablonsky, David. "Why is Strategy so Difficult?" In *U. S. Army War College Guide to National Security Issues*, vol. 1, pp. 3-10. Edited by J. Boone Bartholmees. Carlisle Barracks, PA: U.S. Army Strategic Studies Institute, 2012. [WEEK 1]
- Klein, John. "Corbett in Orbit: A Maritime Model for Strategic Space Theory." *Naval War College Review*, Winter 2004, Vol. LVII, No. 1, pp. 59-74. [WEEK 4]
- Liang, Qiao, and Wang Xiangsui, *Unrestricted Warfare*. Beijing: PLA Literature and Arts Publishing House, February 1999. [WEEK 4 -- Optional]
- Parker, Geoffrey. "The Western Way of War." In *The Cambridge History of Warfare*, pp. 1-11. Edited by Geoffrey Parker. New York: Cambridge University Press, 2005. [WEEK 2]
- Rumelt, Richard. *Good Strategy, Bad Strategy: The Difference and Why It Matters*. pp. 1-20. New York: Crown Business. 2011. [WEEK 1]
- Snow, Donald M. and Dennis M. Drew. *Making 21st Century Strategy: An Introduction to Modern National Security Processes and Problems*. Maxwell AFB, AL: Air University Press, 2006. [WEEKLY]
- Sokolski, Henry D. "Taking Proliferation Seriously." In *Getting MAD: Nuclear Mutual Assured Destruction, its Origins and Practice*. Edited by Henry D. Sokolski. Carlisle Barracks, PA: U.S. Army Strategic Studies Institute, 2004. pp. 341-355. [WEEK 5]
- Henry D. Sokolski (ed.). *Getting MAD: Nuclear Mutual Assured Destruction, its Origins and Practice*. Carlisle Barracks, PA: U.S. Army Strategic Studies Institute, 2004. [WEEK 5]
- Metz, Steven and Raymond Millen. *Insurgency and Counterinsurgency in the 21st Century: Reconceptualizing Threat and Response*. Carlisle Barracks, PA: U.S. Army Strategic Studies Institute, 2004. [WEEK 6]
- The White House. *The National Security Strategy of the United States of America*. Washington, D.C.: The White House, 2017. [WEEK 1]
- U.S. Army Field Manual - 3-24 (U.S. Marine Corps Warfighting Publication, 3-33.5): *Counterinsurgency*. Use December 15, 2006 versions or later for military published versions or 2007 and civilian published copies. [WEEK 6 – Optional]
- U.S. Department of Defense. *National Security Space Strategy*. Washington, D.C.: U.S. Department of Defense, January 2011. [WEEK 4]
- U.S. Department of Defense. *Joint Publication 3-14, Space Operations*. Washington, D.C.: U.S. Department of Defense, January 6, 2009. [WEEK 4]

- U.S. Department of State. *Counterinsurgency Guide*. Washington, D.C.: U.S. Government Interagency Counterinsurgency Initiative. January 2009. [WEEK 6]
- U.S. Joint Chiefs of Staff. *Summary of the National Defense Strategy of the United States of America: Sharpening the American Military's Competitive Edge*. Washington, D.C.: U.S. Joint Chiefs of Staff, 2018. [WEEK 2]
- Winterfeld, Steve and Jason Andress. *The Basics of Cyber Warfare: Understanding the Fundamentals of Cyber Warfare in Theory and Practice*. Waltham, MA: Elsevier. [WEEK 4]
- Yarger, H. Richard. "Towards a Theory of Strategy: Art Lykke and the U.S. Army War College Strategy Model." In *U. S. Army War College Guide to National Security Issues*, vol. 1. Edited by J. Boone Bartholmees. Carlisle Barracks, PA: U.S. Army Strategic Studies Institute, 2012. [WEEK 1 – Optional]

Evaluation Procedures

Grades for this course will be based on forum entries and a final exam. The final exam will be comprehensive. The grading scale and due dates for each of the evaluation are provided below:

Graded Instruments	Points	% of Final Grade	Due
Introduction (50 points)	50	5%	Week #1 before midnight (EST) Saturday
Discussions (100 pts per week*)			Weekly before midnight (EST) Saturday
Answer to weekly question	600	60%	Weekly before midnight (EST) Saturday
At least two responses to others			Weekly before midnight (EST) Sunday
Final Exam	350	35%	Week #7
TOTAL	1000	100%	

(*Your participation in the forum must be substantive and timely. It is not sufficient to say you agree or disagree. Explain why. You will get full credit for thorough and supported responses to the week's question coupled with substantive interaction with your classmates on their responses to the

question of the week. Points are subtracted for failure to interact with substantive comments and for less than thoughtful analysis in your own initial responses. The deadline for forum entries is Saturday no later than 11:55 p.m. unless otherwise stated. This allows time for response from your classmates. However, discussions should be posted throughout the week, not just the last 24 hours for the best grade results. Late responses are not graded. To be graded, responses to others must be posted NLT Sunday at 11:55 p.m.)

Grading Scale

100 - 90	A
89 - 80	B
79 - 70	C
69 - 60	D
59 - Below	F

Course Outline

Week	Topic	Learning Objective	Readings
1	Course Introduction	LO-1,2,3	Rumelt, 1-20 Gray, 6-12 Jablonsky, 3-10 Bartholmees, 13-39 Brands, 1-54 Heuser, 3-35
2	Strategy, Power, and War	LO-1,2,3,4	Parker, 1-11 Snow & Drew, 3-113 Heuser, 113-170 NSS, scan NMS (NDS), scan
3	Fog, Friction, and Competing Worldviews	LO-1,2,3,4	Snow & Drew, 191-230 Heuser, 171-267
4	New Domains: Air, Space, and Cyberspace	LO-1,2,3,4	Heuser, 297-350 DeBloi, 529-571 Klein, 59-74 Space: The Newest Military Service Cyber: The Growing Battlespace

			Nat. Space Strategy, scan Space Operations, scan Winterfield & Andress, 15-30
5	The New Dangers: Nuclear Warfare	LO-1,2,3,4	Heuser, 351-375 Snow & Drew, 165-187, 249-25 Sokolski, 341-355
6	Insurgency: Old Dangers with New Capabilities	LO-1,2,3,4	Heuser, 387-418, 418-437 Beckett, 24-51 Snow & Drew, 13-164, 231-247 Metz & Millen, 1-36 Counterinsurgency, scan
7	Strategy and the Future (FINAL EXAM) (COURSE EVALUATION)	LO-1,2,3,4	Heuser, 441-499 Snow & Drew, 131-164 Gray, Irregular Enemies

Academic Services

The [Online Library Resource Center](#) 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 Center provides access to special learning resources, which the University has contracted to assist with your studies. Questions may be directed to libraryref@utep.edu.

- **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.
- [Turnitin](#) is a tool to improve student research skills that also detect plagiarism. Turnitin.com provides resources on developing topics and assignments that encourage and guide students in producing papers that are intellectually honest, original in thought, and clear in expression.

This tool helps ensure a culture of adherence to the University's standards for intellectual honesty. Turnitin.com also reviews students' papers for matches with Internet materials and with thousands of student papers in its database and returns an Originality Report to instructors and/or students.

For the INSS Library Guide, please go to: <http://libguides.utep.edu/inss>

Email: Angela Lucero, INSS Librarian ajmartinez5@utep.edu

Tutoring and Writing Services

The [University Writing Center \(UWC\)](#) provides comprehensive writing resources. Located in Library 227 and online, it offers free, drop-in writing consultations. For students, this includes consultations on the following issues.

- Analyze your audience
- Understand the different types, or genres, of writing
- Decide on the appropriate form and style for your writing
- Brainstorm ideas and assist you organize your thoughts
- Find the right words to express yourself
- Decide on the best ways to pre-write, write, and revise your drafts
- Manage your grammar and mechanical issues
- Assist with word processing software
- Provide instruction on documenting and citing your sources

Disability Statement

As per Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990, if a student needs an accommodation then the Office of Disabled Student Services located at UTEP need to be contacted. If you have a condition, which may affect your ability to perform successfully in this course, you are encouraged to discuss this in confidence with the instructor and/or the director of the Disabled Student Services. You may call 915-747-5148 for general information about the American with Disabilities Act (ADA) and the rights that you have as a UTEP student with a disability.

Individuals with disabilities have the right to equal access and opportunity. It is the student's responsibility to contact the instructor and **The Disabled Student Services Office** at The University of Texas at El Paso.

Technical Requirements

The University of Texas at El Paso provides free 24/7 Helpdesk support to academic students and faculty members teaching on-line through the Help Desk. The Helpdesk can provide answers to questions about using technology and services, as well as, technical support. Please visit the [technical support page](#) for more information.

Microsoft Office. If you do not have Microsoft Office, check with your University of Texas branch store for the special Microsoft Office package that includes Word, Excel and PowerPoint.

Contact the [UTEP Bookstore](#) (915)747-5594 for more info. Adobe Flash: This application is for advanced multimedia presentations/interactions over the internet.

You may download this player from the [Adobe Download](#) site.

Netiquette

We seek to promote the advance 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 fun and excitement of learning that does not include descent to personal attacks, or student attempts to stifle the discussion of others. Engage the ideas without attacking the person.

Academic Integrity and Plagiarism

Academic dishonesty is prohibited. This includes cheating, collusion, and plagiarism. The UTEP Handbook of Operating Procedures provides more details on these items, however, to put it most simply, if you're taking someone else's work and using it as your own it's wrong. This includes copying from a friend, using material from sources without attribution, and misuse or stealing of tests or other graded instruments. Any act of academic dishonesty is unacceptable and will not be tolerated. Violations will be referred to the Dean of Students Office for possible disciplinary action.

Disclaimer Statement

Course content may vary from the outline to meet the needs of specific classes.