

**History 381/Public Affairs 388K
Strategy and Decision-Making in Global Policy**

Tuesdays, 9:00am-12:pm
Fall 2019
University of Texas at Austin
SRH 3.122

Professor Jeremi Suri
suri@austin.utexas.edu
Office hours:
Tuesdays, 12:15-1:30pm in SRH 3.378
Wednesdays, 1:30-2:30pm in GAR 2.122

Course Aims

This advanced graduate course will examine how leaders formulate a coherent and effective strategy for policy-making in a complex and unpredictable global environment. Readings and discussions will focus on planning, organization, persuasion, and adaptation to changing international pressures. The course will concentrate on case studies in leadership, as well as broader studies of global change in the modern world. Students should gain a greater appreciation for what it means to be an effective strategist, policy-maker, and agenda-setter. They should also acquire a certain humility about the difficulties involved with fulfilling these often inhuman tasks. The course will center on intensive reading, writing, discussion, and a final team project.

Academic Accommodations and Academic Integrity

Upon request, the University of Texas at Austin provides appropriate academic accommodations for qualified students with disabilities. Any student with a documented disability who requires academic accommodations should contact Services for Students with Disabilities at 512-471-6259 (voice) or 512-410-6644 (Video Phone) as soon as possible to request an official letter outlining authorized accommodations.

Academic integrity is central to the mission of the university. Each student is expected to turn in work completed independently, except when assignments specifically authorize collaborative effort. It is not acceptable to use the words or ideas of another person without proper acknowledgement of that source. This means that you must use footnotes and quotation marks to indicate the source of any phrases, sentences, paragraphs, or ideas found in published volumes, on the Internet, or created by another student. A discussion of academic integrity, including definitions of plagiarism and unauthorized collaboration, as well as helpful information on citations, note taking, and

paraphrasing, can be found at the Office of the Dean of Students web page (<http://deanofstudents.utexas.edu/conduct/>) and Graduate Studies (<http://www.utexas.edu/ogs/ethics/transcripts/academic.html>). The University has also established disciplinary procedures and penalty guidelines for academic dishonesty, especially Sec. 11.504 in Appendix C of the Institutional Rules on Student Services and Activities section in UT's General Information Catalog.

Required Book Readings

Books for Purchase at the University Co-op

Books are also on reserve at UT's Perry-Castañeda Library

Belew, Kathleen. *Bring the War Home: The White Power Movement and Paramilitary America* (Cambridge, Mass.: Harvard University Press, 2018). 978-0674286078.

Clausewitz, Carl von. *On War*, edited and translated by Michael Howard and Peter Paret (Princeton: Princeton University Press, 1976). Paperback. 978-0691018546.

Herodotus, *The Histories*, trans. Robin Waterfield (New York: Oxford University Press, 1998). Paperback. 978-0199535668.

Lukianoff, George and Jonathan Haidt. *The Coddling of the American Mind: How Good Intentions and Bad Ideas Are Setting Up a Generation for Failure* (New York: Penguin Press, 2018). 978-0735224919.

Machiavelli, Niccolo. *The Prince*, translated by Harvey C. Mansfield (Chicago: University of Chicago Press, 1998). Paperback. 978-0226500447.

Orwell, George. *A Collection of Essays* (New York: Houghton Mifflin Harcourt, 1981). 978-0156186001.

Power, Samantha. *The Education of an Idealist: A Memoir* (New York: Dey Street Books, 2019). 978-0062820693.

Slaughter, Anne-Marie. *The Chessboard and the Web: Strategies of Connection in a Networked World* (New Haven: Yale University Press, 2017). 978-0300215649.

Suri, Jeremi. *The Impossible Presidency: The Rise and Fall of America's Highest Office* (New York: Basic Books, 2017). 978-0465051731.

Tolstoy, Leo. *War and Peace*, translated by Richard Pevear and Larissa Volokhonsky (New York: Vintage, 2008). Paperback. 978-1400079988.

Tzu, Sun. *The Art of War*, translated by Samuel Griffith (New York: Oxford University Press, 1971). Paperback. 978-0195014761.

Reading Assignments

This course includes a heavy load of weekly reading – generally a full book per week. Students are expected to read all of the assigned materials carefully and critically *before each seminar meeting*. Focus on each author’s key arguments and how they relate to larger historical concerns and debates – how is the author trying to change the way we think about strategy and policy? Interrogate narrative strategies – how does the author assemble his or her argument for the purpose of convincing the reader? Pay close attention to sources – how does the author “prove” his or her point? Most important, as the semester progresses think about how the assigned readings relate to one another – how is each author responding to other scholars?

Weekly Response Essays

Each week by **5:PM** on the **Monday before class**, all students should post a short response essay on the course website (available through UT’s Canvas Course Management Website): <http://canvas.utexas.edu/>.

This response essay should include 3 basic paragraphs. The first paragraph should summarize the key arguments in the readings and their significance. The second paragraph should analyze how the week’s readings relate to other course and outside texts. The third paragraph should offer the student’s critical assessment of the week’s readings: What was most persuasive? What was least persuasive? Which are the issues and questions that need more attention? What kind of new research do the readings inspire?

Students are expected to read each other’s weekly essays before class. They are also expected to comment substantively on each other’s essays. The weekly essays and comments will provide a starting point for each week’s class discussion.

Grading

Weekly Response Essays and Comments	30%
Weekly Class Discussion Participation	30%
Final Project	40%

Final Project: Strategy Statement (approximately 15 pages total)

The purpose of this course is to prepare students to become strategic planners, ready to advise and lead large global organizations. This difficult task requires analytical sophistication, historical knowledge, and current awareness. It calls for focused analysis of complex policy problems, and imagination to define pathways for change.

With this core purpose in mind, students will be responsible at the end of the semester for preparing a written strategy briefing on a current U.S. policy issue of their choice. Here are the guidelines:

1. Each student should choose a contemporary policy issue (in consultation with the instructor) that she/he cares about, and where she/he has some background knowledge.
2. Each student should identify at least three of her/his weekly responses that relate to the chosen policy issue, conceptually and/or empirically.
3. Building on the identified weekly responses, and the related readings, each student should assemble a new strategic framework for addressing the chosen policy issue (approximately 5 pages of text).
4. The main body of the paper should then apply the student's strategic framework to a more detailed empirical examination of the chosen policy issue (approximately 10 pages of text).
5. Each paper should have a short introduction that articulates key insights, and a short conclusion that looks forward to future policy questions and contributions.

The strategy statement papers should be concise, focused, and deeply analytical. They should cite sources and show creative thinking.

Every word counts. Papers will be judged by the following criteria:

1. Analytical depth.
2. Creative thought.
3. Careful, concise, and precise writing.
4. Persuasive argument.
5. Overall professionalism.

Strategy Statement papers are due by 5pm on December 10.

Please email a PDF of your paper to Professor Suri: suri@austin.utexas.edu

9/3 Introduction: How does one make policy in a world of lies, bullying, and corruption? What is the relationship between truth and power?
Reading: Orwell, *Essays*.

Part I: Strategic Wisdom

9/10 Herodotus, *The Histories*, Books 7-8.

9/17 Herodotus, *The Histories*, Book 9.

9/24 Sun Tzu, *The Art of War*.

10/1 Machiavelli, *The Prince*.

10/8 Clausewitz, *On War*, Books 1-5.

10/15 Clausewitz, *On War*, Books 6-8.

10/22 Tolstoy, *War and Peace*, Volumes 1-2.

10/29 Tolstoy, *War and Peace*, Volumes 3-4, Epilogue.

Part II: Institutions

11/5 Suri, *The Impossible Presidency*.

11/12 Slaughter, *The Chessboard and the Web*.

Part III: Ideologies

11/19 Lukianoff and Haidt. *The Coddling of the American Mind*.

11/26 Belew, *Bring the War Home*.

12/3 Power, *The Education of an Idealist*.

12/10 Strategy Statement Papers Due.