

POL 530 KY, Intelligence in National Security Decision Making  
(Spring 2010)

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Jenkins 314

**COURSE DESCRIPTION:** This course will address the issues that impact the process by which US national security decisions are made. The course begins with the concept of intelligence, its components, and the processes by which intelligence products are derived for use by policy makers. A distinction is made between strategic intelligence and tactical intelligence; intelligence failures and successes are examined, as well as the reasons for the end results. Covert and paramilitary operations are also examined, as well as espionage and clandestine activities. Ethical and moral issues are discussed as well as the intelligence services of selected countries. The course then turns to the international environment, and the evolution of international security issues, and the relative threats considered by US policymakers. We focus on the problems associated with the “North-South Gap,” to include terrorism, and the impact on globalization and its exacerbating impact on international security issues. Finally, we address the wide range of options available to US policymakers on minimizing the threat to US national security, to include the use of the US military and its changing role, especially in humanitarian missions and stability operations.

**COURSE OBJECTIVES:**

- To understand the structure, functions, organization and responsibilities of the US intelligence community, and its interaction with other foreign intelligence agencies;
- To understand the process by which intelligence information is gathered, analyzed, disseminated and utilized by US policymakers;
- To understand the evolution of threats to US national security, especially terrorism;
- To understand the full range of action options, to include employment of the US military, which are available to US national security policymakers.

**ACHIEVEMENT OF COURSE OBJECTIVES:** Students achieve these objectives by:

- studying the assigned material prior to each class meeting;
- participating in Socratic discussions led by the instructor related to the study assignments;
- taking two, take home, open book comprehensive examinations;
- preparing a 15 page (text body) research paper on some aspect of the course.
- attending two panel discussion forums related to the course material.

**CLASS MEETINGS:** This course meets on Wednesdays from 6:25PM until 9:05PM in MM 211.

**TEXTS:** Lowenthal, Mark M., "Intelligence: From Secrets to Policy," 4/ed, CQ Press, 2009; Snow, Donald M., "National Security for a New Era," 3/ed., Pearson Longman, 2008; "The US Army Stability Operations Field Manual," The University of Michigan Press, 2009.

**GRADING:** There will be two, co-equal exams, each worth 35% towards your final grade. In addition, a research paper is required which will be worth 20% towards your final grade. Class participation and preparation is worth the final 10% of the final grade. All students will receive Writing Credit for this course.

**COURSE GRADING CRITERIA:** A, 93.0-100.0; A-, 90.0-92.9; B+, 87.0-89.9; B, 83.0-86.9; B-, 80.0-82.9; C+, 77.0-79.9; C, 73.0-76.9; C-, 70.0-72.9; D+, 67.0-69.9; D, 60.0-66.9; F, 59.9 or less. Course final letter grades will ONLY be released through MY UM.

**EXAMS:** There will be two take-home, open book, co-equal, non-cumulative exams, each worth 35% towards your final grade. Each exam will consist of various questions which must be answered in a thorough and comprehensive manner. **COLLABORATION AMONG STUDENTS ON THE EXAMS IS STRICTLY PROHIBITED!!!** The essay questions in the exams will be based on the study assignments and on all other material addressed in class, to include comments from possible guest speakers. Exams turned in late may be turned in only with permission of the instructor, and only for students with exceptionally compelling reasons. Requests to take the final exam early (or any other exam) due to airline tickets already purchased will NOT be honored.

**STUDY ASSIGNMENTS:** Students are responsible for complying with the assignments found on the last page of the syllabus, as well as additional material, such as comments from guest speakers, which may be assigned during the conduct of the course.

**RESEARCH PAPER:** This written assignment is required for successful completion of the course, and is worth 20% of your final grade. Students must select a subject for the research paper related to some area addressed in the textbook or in the course. However, topics comprehensively addressed in the textbooks, or in class, will not be approved. Topic approval is at the sole discretion of the instructor. The title of the paper, as well as the scope of the research, must be submitted to the Instructor by e-mail prior to beginning the research. The proposal will be evaluated and returned to the student as an e-mail reply. If approved, these e-mails become the approval page of the paper. Do not delete or otherwise lose these e-mails. Additionally, another part of the reason for this requirement is to insure that the student does not pick a topic so broad that he/she cannot adequately research it because of length constraints. The paper must strictly conform to the format of the American Psychological Association (APA). "The Publication Manual of the American Psychological Association," (6<sup>th</sup> edition, 2<sup>nd</sup> Printing), is available for purchase from the University Bookstore, and is also available at the Richter Library. In the event of a conflict in style or format with the APA Manual, the contents of the Manual will prevail. The body of the text of the paper must be a minimum of 15 full pages in length, and up to 18 – 20 pages (or so), excluding the cover page, abstract page, reference page(s), and approval page. Do not place the paper in any type of binder; merely double-staple the paper in the upper left hand corner of the document prior to turning it in. Insure that all components of the paper are in place before turning the paper in. Papers will not be accepted by e-mail. Plagiarism will result in a grade of zero for the paper and possibly an "F" for the course. It is better to have too many references than too few. A good rule of thumb is a minimum of one reference per paragraph. A paragraph should consist of no more than one main thought or concept. Internet references are acceptable. However, only permanent references may be cited. Wikipedia, and similar sources, are NOT acceptable. Blogs and other temporary references are not acceptable. Students are **STRONGLY** urged to keep a final version of their research paper on the hard drive of their computer or on a CD in the unlikely event that the original document is misplaced. One-half of the paper's score (i.e., up to 10 points) will be based on format, style, spelling, grammar and punctuation; one-half (i.e., up to 10 points) will be based on content to include logical presentation, continuity of thought, ease of readability and understanding. The instructor is available to help you with any aspect of this paper (or the course) during office visits, via e-mail, telephone, during class breaks, or before/after class. Please note the due date for the paper. (See Study Assignments page.) Papers submitted after the due date may receive a late submission penalty of one point deducted for each calendar day late.

**CLASS DECORUM:** Students must insure that all beepers, cell phones and pagers are inoperable during class hours. The use of computers for texting, sending/receiving e-mails and surfing/browsing the internet is strictly prohibited. During exams, cell phones and other text messaging devices must be turned OFF or a failing grade for the exam may be awarded. Conversations between and among students during class hours are strictly prohibited. During exams, students will not be allowed to leave the room for any reason, especially not for a restroom break.

**EXTRA CREDIT:** There are no provisions in this course for extra credit work. Consequently, all students are strongly encouraged to be present for all classes, to take notes carefully, and to study the material in the text, not merely to read it.

**SPECIAL DAYS:** Wednesday, February 3, is the last day to drop a class without a “W;” Spring Break runs from Saturday, March 13 through Sunday, March 21; Friday, April 2, is the last day to drop a course with a “W;” Friday, April 30, is the last class day of the semester; the final exam for this course must be turned in on Monday, May 10, NLT 4:30PM in Jenkins 314.

**E-MAIL:** In all e-mails to the instructor, please set your browser so that your REAL NAME identifies you as the sender, NOT your e-mail alias, nor your e-mail user name. In any event, please insure that in ALL e-mails to the instructor, your name, course number and course section are displayed.

## POL 530 KY STUDY ASSIGNMENTS (Spring 2010)

January 20	Syllabus; Lowenthal Chapters 1, 2, 3, 4
January 27	Lowenthal, Chapters 5, 6, 7, Stability Operations: Foreword (Fluornoy & Brimley) p. v; Introduction (Davidson), p. xiii
February 3	Lowenthal, Chapters 8, 9, 10; Stability Operations, Chapter 1
February 10	Panel Forum: "The Tragedy of Africa," LC 120, 7:00PM - 9:05 PM
February 17	Lowenthal, Chapters 11, 12; Stability Operations, Chapter 2
February 24	Lowenthal, Chapters 13, 14, 15, Appendix 1, 2
March 3	Snow, Chapters 1, 2, 3, Stability Operations, Chapter 3
March 10	Panel Forum; LC 120, 7:00PM - 9:05PM
March 24	Snow, Chapters 4, 5, 6; Stability Operations, Chapter 4
March 31	US Military Evolving Missions, Special Lecture, location TBD
April 7	Snow, Chapters 7, 8, 9; Stability Operations, Chapter 5
April 14	Snow, Chapters 10, 11; Stability Operations, Chapter 6
April 21	Snow, Chapters 12, 13, 14; Stability Operations, Appendix A, B, C
April 28	Jared Diamond & Thomas Barnett Thoughts; Stability Operations, Appendix D, E, F

Monday, May 10                      Exam #2 due NLT 4:30PM, Jenkins 314.

NOTE: Additional assignments may be given based on national and/or world-wide events.

NOTE: From time to time, we may have guest speakers present who will be able to add different perspectives on other aspects of organizational behavior, as well as on issues related to leadership and management.