

Strategy between Theory and Practice: Strategic Thought and Strategic Thinking

Course Description

This course provides a historical introduction, theoretical knowledge and practical analytical tools which enable inquiry, design and steering of the military-security strategy in the context of national security policy. Students will undergo an intellectual experience of theoretical and practical dealing with the history, theory and practice of military-strategic thinking in the context of national security, through three didactic complementary efforts.

The first part of the course introduces students to the field of "strategic studies" as an academic discipline of political science. This part examines the institution of war in international relations, follows the development of military thought in the modern era, in relation to the changes in the nature of warfare in conventional, non-conventional and sub-conventional contexts. In addition, in this part students will be introduced to the intellectual history of intelligence diagnosis procedures, Net Assessment and Strategic Planning, and the establishment of such professional fields as basic foundations of national security policy in strategic communities in the world.

The second part of the course introduces students to a variety of approaches and schools of thought of strategic thinking on the military level and to analytical tools that support decision making in the field of national security in general, and in the design and steering of military strategy in particular. Concretely, this part of the course examines the cognitive complexities of strategy design process, introduces basic concepts of systemic thinking, and provides the students an intellectual basis that allows systemic inquiry - which is the core skill of strategic thinking.

The third part of the course focuses on the systematic inquiry of select strategic issues. This part of the course allows students to combine the theoretical basic knowledge with the strategic thinking skills that were acquired earlier and to practically deal with the current core issues that lie at the heart of the Israeli strategic community's activities.

Course Requirements

- Reading academic material before lectures (**mandatory reading is written in bold**)
- Participation in class discussions based on reading material
- Writing of a final paper

Course Structure

Part I: The Development of Military-Strategic Thought

1st Topic: The evolution of the institution of war, the development of modern strategic thought, and the establishment of strategic studies in the academic world (16.10.17)

Mandatory Reading

1. John Baylis and James Wirtz, "Introduction," in John Baylis, James Wirtz, Colin Gray, and Eliot Cohen, *Strategy in the Contemporary World* (Oxford: Oxford UP, 2007), pp.1-15.
2. Michael Sheehan, "The Evolution of Modern Warfare," in *Strategy in the Contemporary World* (Oxford: Oxford UP, 2007), pp. 43-66.

Optional Reading

3. Thomas G. Mahnken, "Strategic Theory," in *Strategy in the Contemporary World* (Oxford: Oxford UP, 2007), pp. 66-81.
4. John Garnett, "The Causes of War and the Conditions of Peace," in *Strategy in the Contemporary World* (Oxford: Oxford UP, 2007), pp. 19-41.
5. Collin Gray, *Schools for Strategy: Teaching Strategy for 21st Century Conflict* (US Army Strategic Studies Institute, 2009).

2nd Topic: The history of strategic thought and conventional warfare development (16.10.17)

Mandatory Reading

6. Dima Adamsky, *The Culture of Military Innovation* (Stanford UP, 2010). Introduction.
7. John Ferris, "Conventional Power and Contemporary Warfare," in *Strategy in the Contemporary World* (Oxford: Oxford UP, 2007), pp. 253-273.

Optional Reading

8. Daniel Moran, Geography and Strategy, in *Strategy the Contemporary World* (Oxford: Oxford UP, 2007), pp. 122-140.

3rd Topic: The history of strategic thought in the era of hybrid warfare (18.10.17)

Mandatory Reading

9. Itai Brun, "The Other Revolution in Military Affairs," *Journal of Strategic Studies*, Aug. 2010, pp. 535-567.

Optional Reading

10. Dima Adamsky, "Jihadi Operational Art: The Next Wave of Jihadi Strategic Studies," *Studies in Conflict and Terrorism*, no. 1, 2010.
11. James D. Kiras, "Irregular Warfare," in *Strategy in the Contemporary World* (2007), pp.163-191.
12. Alex Wilner, "Deterring the Undeterrable," *Journal of Strategic Studies*, vol.34. no.1, 2011.

4th Topic: The history of strategic thought in the nuclear age (22.10.17)

Mandatory Reading

13. Lawrence Freedman, *The Rise and Fall of Deterrence* (Cambridge: Polity Press, 2004), pp.6-25.

Optional Reading

14. Dima Adamsky and Yossi Baidatz, Theory and Practice of Israeli Approach to Deterrence, *Eshtonot* 8, 2014 (Hebrew).
15. T.V.Paul, "Complex Deterrence: An Introduction," in T.V.Paul, Patrick M. Morgan, and James, J. Wirtz, *Complex Deterrence: Strategy in the Global Age* (Chicago: The University of Chicago Press, 2009), pp.1-27.
16. C. Dale Walton and Colin S. Gray, "The Second Nuclear Age: Nuclear Weapons in the Twenty-first Century," in *Strategy in the Contemporary World* (2007), pp.209-227.
17. John Baylis and Mark Smith, "The Control of Weapons of Mass Destruction", in *Strategy in the Contemporary World* (2007), pp. 228-252.

5th Topic: The intellectual history of the establishment of intelligence diagnosis, Net Assessment and Strategic Planning as core professional areas (29.10.17)

Mandatory Reading

18. Mark Lowenthal, "What is Intelligence?" in *Intelligence from Secrets to Policy* (CQ Press, 2008), pp. 1-12; "The intelligence process," pp. 73-90.

19. Paul Bracken, “Net Assessment: A Practical Guide,” *Parameters* (Spring 2006), pp. 90-100.
20. Dima Adamsky, *The Culture of Military Innovation* (Stanford: Stanford UP, 2010), Conclusion.

Optional Reading

21. Jeffrey S. Lantis and Darryl Howlett, “Strategic Culture,” in *Strategy in the Contemporary World* (2007), pp.82-99.
22. Roger Z. George and James B. Bruce, *Analyzing Intelligence: National Security Practitioners' Perspective* (Georgetown University Press, 2008), pp. 1-13.
23. Colin Gray, “Why strategy is difficult?”, in Thomas Mahnken and Joseph Maiolo, *Strategic Studies: A Reader* (Routledge, 2008), pp. 391-398.
24. Eliot Cohen, “Technology and Warfare”, in *Strategy in the Contemporary World* (2007), pp. 141-159.

Part II: Strategic Thinking

Introduction (1.11.2017)

Mandatory Reading

1. Edward N. Luttwak, "Appendix A", in *Strategy – The Logic of War and Peace* (Cambridge: Harvard UP, 2003), pp. 267 - 269.

Optional Reading

Free reading on:

2. Heraclitus, Wikipedia.
3. Dialectical materialism, Wikipedia.
4. Georg Wilhelm Friedrich Hegel, Wikipedia.

Environmental Characteristics and Research Approaches (7.11.2017)

Mandatory Reading

5. Edward N. Luttwak, *Strategy – The Logic of War and Peace* (Cambridge: Harvard UP, 2003), pp. 1 - 31.

Systems Thinking, Systems Approach, Operational Level (7.11.2017, 8.11.2017)

Mandatory reading

6. Shimon Naveh, "The Universal System Dimension", in *In Pursuit of Military Excellence – The Evolution of Operational Theory* (London: Frank Cass Publishers, 1997), pp. 4 -14.
7. Edward N. Luttwak, "The Operational Level", in *Strategy – The Logic of War and Peace* (Cambridge: Harvard UP, 2003), pp. 112 - 137.
8. Efron Razi and Pinhas Yehezkeally, *Real life is not Linear* (Gillot: INDC, 2012), pp. 9 – 18, 107 – 131.
9. Contingency Theory, Wikipedia.
10. Configurational Analysis, Wikipedia.

Strategy and Learning (15.11.2017)

Mandatory reading

- 11. Design: Learning Processes and Knowledge Development for the Development of Concepts at the General Staff Headquarters and the Major HQs, Doctrine and Training Division, J3.**
- 12. Peter Senge, "Disciplines of the Learning Organization", in The Fifth Discipline (New York: Doubleday, 2006), pp. 58 - 67.**