Policy Making in a Global Age

This course offers a comparative look at the making and implementation of policy in the global arena. It explores key concepts and theories concerning national interest, ethics, negotiation, strategies of action and influence, crisis management, and conflict resolution, and it applies those concepts via case studies and simulations in diplomacy, trade policy, development assistance, complex humanitarian emergencies, security policy, and transnational advocacy movements. The course aims to help students learn not only to analyze but also to implement policy: it employs an action-oriented approach that obliges students to react as a policy-maker would and thus gain a better appreciation of how and why states, organizations, and leaders act as they do.

In seeking to bridge the gap between theory and practice, the course is divided into two parts, “Concepts” and “Applications.” The first focuses on the acquisition of key theoretical and conceptual approaches on which we will draw in part two as we apply these concepts. We will employ case studies throughout, but in the first half of the course they will be used to explicate the concepts, while in the second half we will use cases to apply concepts already learned. Cases will span every region and every major power (along with several lesser ones and a number of non-state actors), and cover a wide range of issue areas.

On Friday, March 1, in lieu of class that week, students will participate in a half-day crisis simulation organized through the U.S. Army War College as part of the training it gives to senior officers (colonels and lieutenant colonels) in its senior seminar. The exercise, dealing with a complex humanitarian emergency, will test students’ skills in crisis management, organizational behavior, decision-making, and negotiation.

Assignments

Students will write four short policy papers and one longer research paper in the form of a case study, make one formal oral presentation, and participate in the simulated negotiation. Grades will be weighted roughly as follows: 40% for the four policy memos, 35% for the case study, and 25% for the oral presentation, participation in the simulation, and overall contributions to seminar discussions. There will be no exams.
Policy Papers (40%) Students will write four brief policy papers of no more than 1,000 words each, all based on assigned readings (i.e., no additional research is required):

- A memorandum (based on a video we will view in class on February 8) for President Bush, dated April 2001, recommending a policy for resolving the crisis with China over the airplane incident in the South China Sea, due January 30. (Alternatively, you may direct your memo to Chinese President Jiang Zemin.)

- A briefing memo for the crisis simulation (details of the assignment to be explained in class), due March 1.

- A briefing memorandum on the use of torture against terrorist suspects (assignment to be distributed in class), due March 27.

- A policy memorandum on “R2P” (Responsibility to Protect; assignment to be distributed in class), due April 17.

Case Study (35%) Students will write one research paper (ca. 4,000-5,000 words) in the form of a case study, along the lines of the Pew studies we will use in class and “Case Studies in International Diplomacy” (http://wws.princeton.edu/research/cases.xml) written by my former students at the Woodrow Wilson School at Princeton University. Your study should examine a single case. It may be small or large, of short or long duration, recent or historical, but it must involve a single, discrete foreign policy episode that illuminates a clear lesson for the conduct of international diplomacy. A brief (2-page) concept paper previewing the case and the approach you plan to take is due March 6. The case study itself is due May 8.

Oral Contributions (25%) As we will devote at least half of each session to discussion, the quality of students’ participation will be an important component of the final grade. Additionally, each student will give a formal oral presentation on a topic arising from the subject matter under discussion.

Required Books
- Alex Mintz and Karl DeRouen, Understanding Foreign Policy Decision Making (Cambridge University Press, 2010)
- Amy B. Zegart, Flawed by Design: The Evolution of the CIA, JCS, and NSC (Stanford University Press, 1999)
- Robert J. Art, America’s Grand Strategy and World Politics (Routledge, 2009)
Course Outline

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<th>Date</th>
<th>Topic/Assignments</th>
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<td>1/16</td>
<td>I. Introduction</td>
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|        | • G.R. Berridge, Maurice Keens-Soper and T.G. Otte, Diplomatic Theory from Machiavelli to Kissinger (Palgrave, 2001), pp. 33-44, 71-82 [chapters on Guicciardini and Richelieu]  
  • Henry Kissinger, White House Years (Little, Brown, and Co., 1979), Chapter 3 (pp. 54-70).  
  • Robert Hutchings, American Diplomacy and the End of the Cold War (Johns Hopkins, 1997), Preface and Introduction (pp. ix-xvi and 1-5)  
  • Sir Harold Nicolson, Diplomacy (Institute for the Study of Diplomacy reprint, 1988), Chapter 6 (pp. 68-83)  
  *Case Study: The Marshall Plan*  
  • Dean Acheson, Present at the Creation (W.W. Norton, 1987), Chapter 26, pp. 226-35.  
  • Irving L. Janis, Groupthink (Houghton Mifflin, 1982) Chapter 7 (pp. 159-72) |

**PART I: CONCEPTS**

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<tr>
<th>1/23</th>
<th>II. Comparative Foreign Policies</th>
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|        | • Ryan Beasley et al., Foreign Policy in Comparative Perspective (CQ Press, 2nd ed., 2013), chapters TBD  
  • Richard Solomon, Chinese Negotiating Behavior (U.S. Institute of Peace Press, 1999), Chapter 2 (pp. 25-56)  
  • Jerrold L. Schecter, Russian Negotiating Behavior (USIP Press, 1998), pp. 61-90  
  • Charles Cogan, French Negotiating Behavior: Dealing with La Grande Nation (USIP Press, 2003), pp. 3-19 and 257-71  
  *Case Study: China and Human Rights*  
  • David Gillies, Between Principle and Practice (McGill, 1996), Chapter 6 (pp. 140-73)  
  • Vincent Auger, “Human Rights and Trade: The Clinton Administration and China” (Pew Case Study #168)  
  • Video: Charlie Rose: debate on the April 2001 incident in the South China Sea |

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<th>III. Negotiation</th>
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<td>• Raymond Cohen, Negotiating Across Cultures (USIP Press, revised ed., 1997)</td>
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Memo assignment due today.
2/6 IV. Analysis and Decision

- Alex Mintz and Karl DeRouen, *Understanding Foreign Policy Decision Making* (Cambridge, 2010)
  
  *Case Study: Obama’s Decision-Making*


2/13 V. Foreign Policy Organization

- Amy Zegart, *Flawed by Design*

2/20 VI. Force in Foreign Policy


3/1 VII. Crisis Simulation

*Note: class meets 9 a.m.-2 p.m. Friday, March 1 instead of regular meeting time*

- James L. Richardson, *Crisis Diplomacy* (Cambridge University Press, 1994), Chapters 1-3, 16 (pp. 3-34 and 349-69)

  Memo assignment due at start of simulation on March 1.

3/6 VIII. Ethics and Foreign Policy

- Michael Walzer, *Just and Unjust Wars*

  Case study prospectus due today.

  Spring Break, March 11-16

*PART II: APPLICATIONS*

3/20 IX. Intelligence and Foreign Policy

• Richard K. Betts, *Enemies of Intelligence* (Columbia University Press, 2007), Chapters 4 and 5 (pp. 66-123)
• Roger George and Robert Kline, eds., *Intelligence and the National Security Strategist* (NDU Press, 2004), Chapters 1, 2, and 26 (pp. 3-21 and 327-40)
• Loch K. Johnson and James J. Wirtz, eds., *Strategic Intelligence: Windows into a Secret World* (Los Angeles: Roxbury, 2004), pp. 120-42 and 432-60
• Richard Russell, “The Fog of War: NATO’s Bombing of the Chinese Embassy in Belgrade” (Pew Case Study #253)

*Case Study: Reorganizing Intelligence*


### 3/27 X. Confronting International Terrorism


*Case Study: The Use of Torture*

• Curtis H. Martin, “President Obama and the ‘Torture Memos’” (Pew Case Study #162; 18 pages)
XI. Development Assistance and Democracy Promotion


Case Study: Rethinking Foreign Aid


XII. Non-State Actors

Part I: Non-State Actors in International Affairs

- Margaret E. Keck and Kathryn Sikkink, *Activists Beyond Borders: Advocacy in International Politics* (Cornell, 1998), Chapter 1 (pp. 1-38)
- Sidney Tarrow, *The New Transnational Activism* (Cambridge, 2005), Chapters 1-2 (pp. 1-34)
**Part II: Case Studies in Transnational Advocacy**

- Joshua W. Busby, *Moral Movements and Foreign Policy* (Cambridge, 2010), Chapters 2 and 3 (pp. 33-103)
- Keck and Sikkink, *Activists Beyond Borders*, Chapter 4 (pp. 121-163), on environmental networks, or Chapter 5 (pp. 165-217), on networks on violence against women
- Audie Klotz, *Norms in International Relations: The Struggle Against Apartheid* (Cornell, 1995), Chapter 1 (pp. 3-12)
- Daniel Thomas, *The Helsinki Effect* (2001), Chapter 4 (pp. 121-156)

4/17 XIII. Mediation and Peace Operations

- Thomas Princen, *Intermediaries in International Conflict* (Princeton, 1992), Chapters 2, 5, and 10 (pp. 18-31, 60-6, and 214-26)

**Case Studies**

- Ivo Daalder, “The Clinton Administration and Multilateral Peace Operations” (Pew Case Study #462)
- John Ausink, “Watershed in Rwanda: President Clinton’s Humanitarian Intervention Policy” (Pew Case Study #374)
- Denis Sullivan, “The Israel-P.L.O. Declaration of Principles” (Pew Case Study #465)
- Dennis Ross, *Statecraft* (Farrar, Straus and Giroux, 2007), Chs. 10-12 (pp. 216-85)

4/24 XIV. Grand Strategy: The Uses of Power


5/1 XIV. Grand Strategy: The Misuses and Abuses of Power

- Richard Betts, *American Force: Dangers, Delusions, and Dilemmas*

Case study due May 8.

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Case Study: Libya and R2P


Articles for Assignment
Additional readings on negotiation

- Fen Osler Hampson, Multilateral Negotiations: Lessons from Arms Control, Trade, and the Environment (Johns Hopkins, 1995) pp. 23-51
- Peter Evans, Harold Jacobson, and Robert Putnam, eds. Double-Edged Diplomacy (California, 1993), Chapter 1 (pp. 3-17 and 23-34 only), Chapter 12 (case study on the IMF, pp. 363-94), and Chapter 13 (pp. 397-412 only)
- Hutchings, American Diplomacy, Chapter 3 (pp. 90-142) [case study on the diplomacy of German unification]