



# PICX850

## Strategic Thinking

S1 OUA 2019

*Department of Security Studies and Criminology*

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### Disclaimer

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## General Information

Unit convenor and teaching staff

Lecturer

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Contact via 02 9850 1431

Dept of Security Studies & Criminology, AHH, Level 2

by appt

Prerequisites

Corequisites

Co-badged status

Unit description

This unit addresses the challenges of formulating, assessing and engaging with strategy in historical and contemporary geopolitical contexts. It exposes students to classical and formal approaches to strategic thought, and teaches students how to write policy briefs where they will engage with strategic challenges in relation to real-world policy contexts. Content will include the fundamentals of strategy and the challenges of strategy formulation and assessment given uncertainty and the logic of military operations, the logics of bargaining in different strategic contexts, diplomacy, signalling and strategic narratives, making strategy in conventional and unconventional scenarios given uncertainty about power, credibility and conflict dynamics, the implications of domestic politics and asymmetric warfare. Students will further address these challenges through identifying them in cases and assessing the implications of these for contemporary challenges. All enrolment queries should be directed to Open Universities Australia (OUA): see [www.open.edu.au](http://www.open.edu.au)

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.open.edu.au/student-admin-and-support/key-dates/>

## Learning Outcomes

On successful completion of this unit, you will be able to:

Demonstrate specialised knowledge of key concepts, theories and contemporary issues in the field of strategic studies, aligned with the field's leading thinkers, texts and paradigms.

Comprehend the challenges and complexities of strategy-making as well as the main

features, applications and relative merits of various strategic approaches.

Apply disciplinary knowledge to analyse and critically evaluate real-world historical and contemporary strategic decisions, cases and issues.

Apply critical thinking skills in order to cogently and effectively defend intellectual positions and to produce well-reasoned, theoretically informed and empirically substantiated written work.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Critical Topic Review</u>	25%	No	Week 6
<u>Policy Memo</u>	25%	No	Week 8
<u>Research Essay</u>	50%	No	Week 12

### Critical Topic Review

Due: **Week 6**

Weighting: **25%**

This mid-term paper will take the form of a short 1,000 word essay and will primarily be based on the teaching materials provided for the relevant week, in-class and online discussions, and the student's independent research.

This Assessment Task relates to the following Learning Outcomes:

- Demonstrate specialised knowledge of key concepts, theories and contemporary issues in the field of strategic studies, aligned with the field's leading scholars, texts and paradigms.
- Comprehend the challenges and complexities of strategy-making as well as the main features, applications and relative merits of various strategic approaches.
- Apply disciplinary knowledge to analyse and critically evaluate real-world historical and contemporary strategic decisions, cases and issues.
- Apply critical thinking skills in order to cogently and effectively defend intellectual positions and to produce well-reasoned, theoretically informed and empirically substantiated written work.

On successful completion you will be able to:

- Demonstrate specialised knowledge of key concepts, theories and contemporary issues in the field of strategic studies, aligned with the field's leading thinkers, texts and

paradigms.

- Comprehend the challenges and complexities of strategy-making as well as the main features, applications and relative merits of various strategic approaches.
- Apply disciplinary knowledge to analyse and critically evaluate real-world historical and contemporary strategic decisions, cases and issues.
- Apply critical thinking skills in order to cogently and effectively defend intellectual positions and to produce well-reasoned, theoretically informed and empirically substantiated written work.

## Policy Memo

Due: **Week 8**

Weighting: **25%**

The policy memo is a 1,000 word written brief addressed to a high-level policy-maker who is considering the use of force in a particular situation to advance the government's interests. The memo will identify and analyze the strategic factors that should inform the policy-maker's decision, and recommend a particular course of action.

This Assessment Task relates to the following Learning Outcomes:

- Demonstrate specialised knowledge of key concepts, theories and contemporary issues in the field of strategic studies, aligned with the field's leading scholars, texts and paradigms.
- Comprehend the challenges and complexities of strategy-making as well as the main features, applications and relative merits of various strategic approaches.
- Apply disciplinary knowledge to analyse and critically evaluate real-world historical and contemporary strategic decisions, cases and issues.
- Apply critical thinking skills in order to cogently and effectively defend intellectual positions and to produce well-reasoned, theoretically informed and empirically substantiated written work.

On successful completion you will be able to:

- Demonstrate specialised knowledge of key concepts, theories and contemporary issues in the field of strategic studies, aligned with the field's leading thinkers, texts and paradigms.
- Comprehend the challenges and complexities of strategy-making as well as the main features, applications and relative merits of various strategic approaches.
- Apply disciplinary knowledge to analyse and critically evaluate real-world historical and contemporary strategic decisions, cases and issues.

- Apply critical thinking skills in order to cogently and effectively defend intellectual positions and to produce well-reasoned, theoretically informed and empirically substantiated written work.

## Research Essay

Due: **Week 12**

Weighting: **50%**

The completion of a 2,000 word Research Essay allows students to develop core disciplinary knowledge, enhance research skills, show effective written communication skills, and demonstrate originality and critical thinking.

This Assessment Task relates to the following Learning Outcomes:

- Demonstrate specialised knowledge of key concepts, theories and contemporary issues in the field of strategic studies, aligned with the field's leading scholars, texts and paradigms.
- Comprehend the challenges and complexities of strategy-making as well as the main features, applications and relative merits of various strategic approaches.
- Apply disciplinary knowledge to analyse and critically evaluate real-world historical and contemporary strategic decisions, cases and issues.
- Apply critical thinking skills in order to cogently and effectively defend intellectual positions and to produce well-reasoned, theoretically informed and empirically substantiated written work.

On successful completion you will be able to:

- Demonstrate specialised knowledge of key concepts, theories and contemporary issues in the field of strategic studies, aligned with the field's leading thinkers, texts and paradigms.
- Comprehend the challenges and complexities of strategy-making as well as the main features, applications and relative merits of various strategic approaches.
- Apply disciplinary knowledge to analyse and critically evaluate real-world historical and contemporary strategic decisions, cases and issues.
- Apply critical thinking skills in order to cogently and effectively defend intellectual positions and to produce well-reasoned, theoretically informed and empirically substantiated written work.

## Delivery and Resources

DELIVERY AND RESOURCES

## UNIT REQUIREMENTS AND EXPECTATIONS

- You should spend an average of 12 hours per week on this unit. This includes listening to lectures prior to seminar or tutorial, reading weekly required materials as detailed in iLearn, participating in iLearn discussion forums and preparing assessments.
- Internal students are expected to attend all seminar or tutorial sessions, and external students are expected to make significant contributions to on-line activities.
- In most cases students are required to attempt and submit all major assessment tasks in order to pass the unit.

## REQUIRED READINGS

- The citations for all the required readings for this unit are available to enrolled students through the unit iLearn site, and at Macquarie University's library site. Electronic copies of required readings may be accessed through the library or will be made available by other means.

## TECHNOLOGY USED AND REQUIRED

- Computer and internet access are essential for this unit. Basic computer skills and skills in word processing are also a requirement.
- This unit has an online presence. Login is via: <https://ilearn.mq.edu.au/>
- Students are required to have regular access to a computer and the internet. Mobile devices alone are not sufficient.
- Information about IT used at Macquarie University is available at [http://students.mq.edu.au/it\\_services/](http://students.mq.edu.au/it_services/)

## SUBMITTING ASSESSMENT TASKS

- All text-based assessment tasks are to be submitted, marked and returned electronically. This will only happen through the unit iLearn site.
- Assessment tasks must be submitted as a MS word document by the due date.
- Most assessment tasks will be subject to a 'Turnitin' review as an automatic part of the submission process.
- The granting of extensions is subject to the university's Disruptions Policy. Extensions will not in normal circumstances be granted by unit conveners or tutors, but must be

lodged through Disruption to Study: [http://www.students.mq.edu.au/student\\_admin/manage\\_your\\_study\\_program/disruption\\_to\\_studies/](http://www.students.mq.edu.au/student_admin/manage_your_study_program/disruption_to_studies/).

## LATE SUBMISSION PENALTY

- Unless a Special Consideration request has been submitted and approved, (a) a penalty for lateness will apply – two (2) marks out of 100 will be deducted per day for assignments submitted after the due date – and (b) no assignment will be accepted more than seven (7) days (incl. weekends) after the original submission deadline.
- No late submissions will be accepted for timed assessments – e.g. quizzes, online tests.

## WORD LIMITS FOR ASSESSMENT TASKS

- Stated word limits include footnotes and footnoted references, but not bibliography, or title page.
- Word limits can generally deviate by 10% either over or under the stated figure.
- If the number of words exceeds the limit by more than 10%, then penalties will apply. These penalties are 5% of the awarded mark for every 100 words over the word limit. If a paper is 300 words over, for instance, it will lose  $3 \times 5\% = 15\%$  of the total mark awarded for the assignment. This percentage is taken off the total mark, i.e. if a paper was graded at a credit (65%) and was 300 words over, it would be reduced by 15 marks to a pass (50%).
- The application of this penalty is at the discretion of the course convener.

## REASSESSMENT OF ASSIGNMENTS DURING THE SEMESTER

- Macquarie University operates a Grade Appeal Policy in cases where students feel their work was graded inappropriately: <http://www.mq.edu.au/policy/docs/gradeappeal/policy.html>
- Conformably to the Grade Appeal Policy, individual works are not subject to regrading.

## STAFF AVAILABILITY

- Department staff will endeavor to answer student enquiries in a timely manner. However, emails or iLearn messages will not usually be answered over the weekend or public holiday period.
- Students are encouraged to read the Unit Guide and look at instructions posted on the

iLearn site before sending email requests to staff.

## Unit Schedule

Week 1 - Introduction

Week 2 - The fundamentals of strategy

Week 3 - Politics, power and reason

Week 4 - Uncertainty, intelligence and surprise

Week 5 - Passion, irrationality and emotion

Week 6 - Context, circumstance and culture

Week 7 - Making strategy

Week 8 - Civil-military relations

Week 9 - Strategic forms and approaches

Week 10 - Coercion and the diplomacy of violence

Week 11 - Asymmetric strategy and irregular war

Week 12 - Strategy and intervention

Week 13 - The future of strategy

## Policies and Procedures

### Late Submission - applies unless otherwise stated elsewhere in the unit guide

Unless a Special Consideration request has been submitted and approved, (a) a penalty for lateness will apply – two (2) marks out of 100 will be deducted per day for assignments submitted after the due date – and (b) no assignment will be accepted more than seven (7) days (incl. weekends) after the original submission deadline. No late submissions will be accepted for timed assessments – e.g. quizzes, online tests.

### Extension Request

**Special Consideration Policy and Procedure**  
(<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>)

The University recognises that students may experience events or conditions that adversely affect their academic performance. If you experience serious and unavoidable difficulties at exam time or when assessment tasks are due, you can consider applying for Special Consideration.



You need to show that the circumstances:

1. were serious, unexpected and unavoidable
2. were beyond your control
3. caused substantial disruption to your academic work
4. substantially interfered with your otherwise satisfactory fulfilment of the unit requirements
5. lasted at least three consecutive days or a total of 5 days within the teaching period and prevented completion of an assessment task scheduled for a specific date.

If you feel that your studies have been impacted submit an application as follows:

1. Visit [Ask MQ](#) and use your OneID to log in
2. Fill in your relevant details
3. Attach supporting documents by clicking 'Add a reply', click 'Browse' and navigating to the files you want to attach, then click 'Submit Form' to send your notification and supporting documents
4. Please keep copies of your original documents, as they may be requested in the future as part of the assessment process

### Outcome

Once your submission is assessed, an appropriate outcome will be organised.

## OUA Specific Policies and Procedures

### Withdrawal from a unit after the census date

You can withdraw from your subjects prior to [the census date](#) (last day to withdraw). If you successfully withdraw before the census date, you won't need to apply for Special Circumstances. If you find yourself unable to withdraw from your subjects before the census date - you might be able to [apply for Special Circumstances](#). If you're eligible, we can refund your fees and overturn your fail grade.

If you're studying Single Subjects using FEE-HELP or paying up front, you can [apply online](#).

If you're studying a degree using HECS-HELP, you'll need to [apply directly to Macquarie University](#).

Macquarie University policies and procedures are accessible from [Policy Central](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>). Students should be aware of the following policies in particular with regard to Learning and

Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>).

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/study/getting-started/student-conduct>

## Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit [ask.mq.edu.au](http://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

#### Learning outcomes

- Demonstrate specialised knowledge of key concepts, theories and contemporary issues in the field of strategic studies, aligned with the field's leading thinkers, texts and paradigms.
- Comprehend the challenges and complexities of strategy-making as well as the main features, applications and relative merits of various strategic approaches.
- Apply disciplinary knowledge to analyse and critically evaluate real-world historical and contemporary strategic decisions, cases and issues.
- Apply critical thinking skills in order to cogently and effectively defend intellectual positions and to produce well-reasoned, theoretically informed and empirically substantiated written work.

#### Assessment tasks

- Critical Topic Review
- Policy Memo
- Research Essay

## PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

### Learning outcomes

- Demonstrate specialised knowledge of key concepts, theories and contemporary issues in the field of strategic studies, aligned with the field's leading thinkers, texts and paradigms.
- Comprehend the challenges and complexities of strategy-making as well as the main features, applications and relative merits of various strategic approaches.
- Apply disciplinary knowledge to analyse and critically evaluate real-world historical and contemporary strategic decisions, cases and issues.
- Apply critical thinking skills in order to cogently and effectively defend intellectual positions and to produce well-reasoned, theoretically informed and empirically substantiated written work.

### Assessment tasks

- Critical Topic Review
- Policy Memo
- Research Essay

## PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

### Learning outcomes

- Demonstrate specialised knowledge of key concepts, theories and contemporary issues in the field of strategic studies, aligned with the field's leading thinkers, texts and paradigms.
- Comprehend the challenges and complexities of strategy-making as well as the main features, applications and relative merits of various strategic approaches.
- Apply disciplinary knowledge to analyse and critically evaluate real-world historical and

contemporary strategic decisions, cases and issues.

- Apply critical thinking skills in order to cogently and effectively defend intellectual positions and to produce well-reasoned, theoretically informed and empirically substantiated written work.

## **Assessment tasks**

- Critical Topic Review
- Policy Memo
- Research Essay

## **PG - Research and Problem Solving Capability**

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

## **Learning outcomes**

- Demonstrate specialised knowledge of key concepts, theories and contemporary issues in the field of strategic studies, aligned with the field's leading thinkers, texts and paradigms.
- Comprehend the challenges and complexities of strategy-making as well as the main features, applications and relative merits of various strategic approaches.
- Apply disciplinary knowledge to analyse and critically evaluate real-world historical and contemporary strategic decisions, cases and issues.
- Apply critical thinking skills in order to cogently and effectively defend intellectual positions and to produce well-reasoned, theoretically informed and empirically substantiated written work.

## **Assessment tasks**

- Critical Topic Review
- Policy Memo
- Research Essay

## **PG - Effective Communication**

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

## **Learning outcomes**

- Demonstrate specialised knowledge of key concepts, theories and contemporary issues in the field of strategic studies, aligned with the field's leading thinkers, texts and paradigms.
- Apply critical thinking skills in order to cogently and effectively defend intellectual positions and to produce well-reasoned, theoretically informed and empirically substantiated written work.

## **Assessment tasks**

- Critical Topic Review
- Policy Memo
- Research Essay

## **PG - Engaged and Responsible, Active and Ethical Citizens**

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

## **Learning outcomes**

- Demonstrate specialised knowledge of key concepts, theories and contemporary issues in the field of strategic studies, aligned with the field's leading thinkers, texts and paradigms.
- Apply critical thinking skills in order to cogently and effectively defend intellectual positions and to produce well-reasoned, theoretically informed and empirically substantiated written work.

## **Assessment tasks**

- Critical Topic Review
- Policy Memo
- Research Essay