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American Public University System

The Ultimate Advantage is an Educated Mind

School of Security and Global Studies

INTL 507
Intelligence Operations
3 Credit Hours
8-Weeks

Instructor Information

Instructor: APUS Faculty

Course Description (Catalog)

This graduate level course provides an introduction to the theory and practice of intelligence operations. The course will focus on the intelligence resources necessary to carry out the full range of intelligence operations using the tools, techniques, and resources available to intelligence agencies.

Course Scope

As part of the core requirements, this course will introduce you to the critical elements of intelligence operations. Its curriculum will give you a panoramic view of covert actions, information operations, counterintelligence operations and counterespionage activities, preparing you for later courses that provide an in-depth examination of each type of intelligence operation. You will learn to analyze operational successes and failures and apply those lessons to future strategies and planning. Students will participate in weekly Discussion Forums that correlate to weekly readings, found in the Lessons. Students will write an analytical research paper, and will take a comprehensive final essay assignment.

Course Objectives

After successfully completing this course, you will be able to:

CO-1: Identify the relationship between foreign policy and intelligence operations.

CO-2: Assess the impact of foreign policy objectives on intelligence operations and vice versa.

CO-3: Understand the theoretical and legal parameters in the planning of intelligence operations, offensive counterintelligence activities, and information operations.

CO-4: Understand the prospects for intelligence operations, including offensive cyber activities, in today's intelligence and political environment.

CO-5: Evaluate case studies of successful and failed intelligence operations.

Course Delivery Method

This course, delivered via distance learning, will enable students to complete academic work in a flexible manner, completely online. Course materials and access to an online learning management system will be made available to each student. Online assignments are due by Sunday at 11:55 pm ET and include Forum questions (accomplished in groups in a Forum), examination, and research paper submitted for grading by the faculty. The assigned faculty will support the students throughout this eight-week course.

Course Materials

There are no required textbooks for this course. All required readings can be found through the Lessons link on your vertical toolbar.

Evaluation Procedures

For the purposes of this course, a "week" is defined as the time period between Monday and Sunday. The first week begins on the first day of the term and ends on midnight the following Sunday. The last week of the term ends on a Sunday.

The following assessments determine the course grade:

Discussion Forums – 20 percent

Each week there will be a discussion question for students to answer. Your posts should reflect an assimilation of the readings. You will provide a substantive initial post by Thursday at 11:55 pm ET and respond to two or more classmates by Sunday 11:55 pm ET. I will grade posts on timeliness, relevance, knowledge of the weekly readings, and the quality of original ideas.

Research Topic – 5 percent

On *Week Two*, students will submit a brief description of their research topic for approval. The topic must be related to one of the general topics of the course.

Research Question, Purpose Statement, and Citation Format Exercise – 10 percent

On *Week Four*, students will submit a research question, a purpose statement, and *six sources*, at least *two of which must be peer-reviewed*. The specific research question should relate to a general topic in the course.

Research Paper – 35 percent

By the *end of Week Six*, students will submit a research paper based on the research question assignment in Week Three, the research paper should be *10 pages*, not including the cover page, the reference list, and any appendices.

Final Assignment – 30 percent

This assignment is a take-home essay assignment to test students' knowledge and assimilation of the course learning objectives. The exclusive use of required texts and readings is mandatory. The assignment should be about *eight* pages.

The table below provides the grading scale and due dates for each evaluation:

GRADED EVENTS	% OF FINAL GRADE	DUE DATE
Weekly Discussions	20 %	Weekly, Initial post by Thursday Weekly, 2 responses by Sunday
Week 2 Paper Topic	5 %	Due by end of Week 2
Week 4 Paper Proposal	10 %	Due by end of Week 4
Week 6 Research Paper	35 %	Due by end of Week 6
Week 8 Final Essay	30 %	Due by end of Week 8

All assignments will be evaluated on a combination of: (1) assessment of the student's understanding and application of the assignment material, (2) following of assignment directions as specified in the course materials, and (3) overall quality of the work, including depth of discussions and analysis and correct use of spelling, grammar, structure, and style. The APUS rubric for evaluating graduate student writing (located in resources folder) will be used to evaluate the course's final research paper.

Writing Expectations

All students will adhere to the format described below.

- Typed in *double-spaced* format in *Times New Roman 12-point font* and submitted inside the Assignment Folder (unless classroom access is not possible and other arrangements are approved by the professor).

- *One inch all around margins*, with reasonable accommodation made for special situations and online submission variances.
- Graduate level work should be *free of spelling and grammatical errors*.

Citation and Reference Style

All assignments for the School of Security and Global Studies (papers, essays, exams, and Forums) must follow the Chicago Style guidelines. Students should refer to the APUS On-Line Library [Chicago/Turabian Style Manuals](#) for the correct citation method. For this course we use and recommend the [author-date system](#), the most widely used format in the social sciences. The Turabian Quick Guide refers to these citations as “parenthetical” citations and provides the format examples as “P”.

Regarding online sources, do not use them unless you know that the site is run by a respected institution or if you have verified the sources the site uses. While Wikipedia may be a useful starting point for a topic, it *cannot* be considered a credible source and *will not* be used as a reference. Regarding other online sources, assume that they *cannot* be considered credible. I prefer that you rely on actual published materials (peer reviewed journals, books, periodicals) many of which are available at the AMU’s large [online library](#).

Late Assignments

Students must submit classroom assignments by the posted due date and must complete the course according to the published class schedule. The standard tardiness penalty for the School of Security and Global Studies is five percent per day.

Course Extension Policy

To apply for an extension, go to the vertical toolbar and click “Policy.” The student must have successfully completed at least 50 percent of the already-assigned coursework. The student shall have an overall passing grade in the course for which an extension is being requested. For this course, the 50 percent mark occurs in Week Six after submission of the Research Paper.

Other Policies

For other policies, including drop/withdrawal, grading, and disability, refer to the vertical toolbar and click “Policy.”

8 Week Course

Course Outline

<u>Week</u>	<u>Topic</u>	<u>Learning Objective(s)</u>	<u>Readings</u>	<u>Assignments</u>
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1	Introduction to Intelligence Operations	<p>LO-1: Understand the historical role of intelligence operations in foreign policy</p> <p>LO-2: Define intelligence operations</p> <p>LO-3: Understand the importance of intelligence operations as a foreign policy tool (CO-1,2)</p>	<p>Clark, J. Ransom. 2007. "What if We Don't Want to be Seen?" in <u>Intelligence and National Security</u>. Westport, CT: Praeger.</p> <p>Hulnick, Arthur S. 2002. "Secret Operations" and "Catching the Enemy's Spies" in <u>Fixing the Spy Machine: Preparing American Intelligence for the Twenty First Century</u>. Westport, CT: Praeger.</p> <p>Johnson, Loch K. 2007. "A Conversation with Former DCI William E. Colby, Spymaster During the Year of 'Intelligence Wars,'" in <u>Strategic Intelligence</u>. Westport, CT: Praeger.</p>	<p>Week One Forums</p> <p>Lesson Notes</p> <p>Weekly Readings</p>
2	Case Studies of Cold War Intelligence Operations	<p>LO-1: Identify foreign policy objectives in various operations</p> <p>LO-2: Identify and analyze the factors that contributed to the success or failure of an operation during the Cold War</p> <p>LO-3: Understand the problem of disclosure and how it relates to success and failure (CO-1,2,5)</p>	<p>"The Berlin Tunnel." 2008. <u>Central Intelligence Agency: Center for the Study of Intelligence</u>. (see course materials).</p> <p>"A Look Back...The Berlin Tunnel Exposed." 2009. Central Intelligence Agency: Center for the Study of Intelligence. (see course materials).</p> <p>Clandestine Services History: The Berlin Tunnel Operation 1952-1956. 1968. (original declassified document) see: http://www.fas.org/irp/cia/product/tunnel-200702.pdf .</p> <p>"The Ultrasensitive Bay of Pigs," <u>National Security Archives Briefing Book #29</u>, see http://www.gwu.edu/~nsarchiv/NSAEBB/NSAEBB29/index.html</p> <p>Warner, Michael. 1998. "The CIA Internal Probe of the Bay of Pigs Affair," <u>Center for the Study of Intelligence</u>. (See course materials).</p>	<p>Week Two Forum</p> <p>Lesson Notes</p> <p>Weekly Readings</p> <p>Research Paper Topic</p>
3	Covert Action	<p>LO-1: Define plausible deniability and identify its characteristics.</p> <p>LO-2: Define and differentiate covert action and clandestine operations.</p> <p>LO-3: Understand the covert action ladder.</p> <p>LO-4: Identify intelligence oversight rules and how they apply to intelligence operations. (CO-3)</p>	<p>Johnson, Loch K. 2007. "Examples of Presidential Findings for Covert Action" in <u>Strategic Intelligence</u>. Westport, CT: Praeger.</p> <p>Scott, James and Rosati, Jerel. 2007. "Such Other Functions and Duties," in Johnson, Loch K., <u>Strategic Intelligence</u>. Westport, CT: Praeger.</p> <p>Cumming, Alfred. 2009 "Covert Action: Legislative Background and Possible Policy Questions," <u>Congressional Research Service</u>. (see course materials).</p> <p>Cumming, Alfred. 2010. "Sensitive Covert Action Notifications: Oversight Options for Congress," <u>Congressional Research Service</u>. (see course materials)</p>	<p>Week Three Forum</p> <p>Lesson Notes</p> <p>Weekly Readings</p>
4	Case Studies in Covert Action and Intelligence Operations	<p>LO-1: Identify the relationship between an operation and foreign policy objectives</p> <p>LO-2: Identify the importance of policy in producing successful or failed</p>	<p>Coll, Steve. 1992. "Anatomy of a Victory: CIA's Covert War," <u>The Washington Post</u>, July 19. (see course materials).</p> <p>Johnson, Loch K. 2007. "APPENDIX H: When Covert Action Subverts US Law: The Iran-Contra Case," in <u>Strategic Intelligence</u>. Westport, CT: Praeger.</p> <p>Johnson, Loch K. 2007. "The CIA Assassination Plot in Congo, 1960-61," APPENDIX F in <u>Strategic Intelligence</u>. Westport, CT:</p>	<p>Week Four Forum</p> <p>Lesson Notes</p> <p>Weekly Readings</p>

		intelligence operations LO-3: Analyze the methods and effectiveness of various types of operations (CO-5)	Praeger. Henry, Terence. 2005. "The Covert Option," <u>The Atlantic</u> , December. (see course materials).	Research Paper Proposal
5	Counterintelligence and Counterespionage	LO-1: Define counterintelligence and counterespionage LO-2: Identify the significance of counterespionage and counterintelligence in the achievement of foreign policy goals LO-3: Assess counterintelligence successes and failures and see how they stand up to the national strategy (CO-1,2,5)	National Counterintelligence Policy Board. 2008. <u>National Counterintelligence Strategy</u> . (see course materials). Harber, Justin. 2009. "Unconventional Spies: The Counterintelligence Threat," <u>International Journal of Intelligence and Counterintelligence</u> , 22(2). (See course materials). Hitz, Frederick. 2005. Chapter 4: "Counterintelligence," in <u>The Great Game</u> . New York: Knopf Publishers. Johnson, Loch K. 2007. "APPENDIX A: CIA Counterintelligence: An Excerpt from the Church Committee Report," in <u>Strategic Intelligence</u> . Westport, CT: Praeger. West, Nigel. 2007. "VENONA and Cold War Counterintelligence Methodology," in Johnson, Loch K., <u>Strategic Intelligence</u> . Westport, CT: Praeger.	Week Five Forum Lesson Notes Weekly Readings
6	Research Paper	LO-1: Delineate the factors that contributed to the success or failure of an operation LO-2: Identify the long-term and short-term consequences of a case LO-3: Demonstrate the ability to produce graduate level written work (CO-5)	Research Paper Due	Week Six Forum Research Paper Due
7	Intelligence Influence and Deception Operations	LO-1: Define information operations, deception, and cyberwarfare. LO-2: Understand the range of measures available for offensive cyber activities LO-3: Understand the relationship between counterintelligence, information operations and cyberwarfare. (CO-4,2)	Forest, James J. 2009. "Introduction" in Forest, James J. <u>Influence Warfare</u> . Westport, CT: Praeger. Turner, Michael. 2007. "An Appraisal of the Effects of Secret Propaganda" in Johnson, Loch K., <u>Strategic Intelligence</u> . Westport, CT: Praeger. Norwitz, Jeffrey. 2010. "Disrupting Human Networks: Ancient Tools for Modern Challenges," in Logan, Keith Gregory, <u>Homeland Security and Intelligence</u> . Westport, CT: Praeger. Arquilla, John. 2009. "How to Lose a Cyberwar," <u>Foreign Policy</u> , December 12. (see course materials). Mendez, Antonio. 1999-2000. "A Classic Case of Deception: CIA Goes Hollywood," <u>Studies in Intelligence</u> . Winter. (see course materials).	Week Seven Forum Lesson Notes Weekly Readings

8	Final Essay	LO-1: Demonstrate a thorough understanding of all class material LO-2: Write a thorough analysis of the factors that contributed to the success or failure of discussed operations, and demonstrate their impact on foreign policy. LO-3: Demonstrate the ability to apply class material to a hypothetical situation (Co-1,3,2,4,5)	Final Essay	Final Forum Final Essay
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Turnitin.com

This course requires the research paper to be submitted to Turnitin.com. Turnitin.com will analyze a paper and report instances of potential plagiarism for the student to edit before submitting it for a grade. The instructor will post information in the classroom on student procedures.