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American Public University System

The Ultimate Advantage is an Educated Mind

School of Security and Global Studies
INTL604
Interagency Operations
Credit Hours: 3
Length of Course: 8 Weeks
Prerequisite: INTL500

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Course Description (Catalog)

INTL604 (3 credit hours)
Learn how to improve interagency relationships among security, defense, and intelligence agencies. This course introduces the student to theoretical and practical material for understanding the behavior of individual organizations and what can be done to make organizations work more closely together at the federal, state, and local levels. Students are introduced to theoretical material on organizational cultures; bureaucracy; social trust; individual, group, and organizational decision-making; and interagency collaboration. Emphasis is placed on explaining why organizations act the way they do and how to improve interagency coordination.

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This course focuses on specialized area knowledge and sources in the field. Students will engage in a specialized task based project.

INTL604 Interagency Operations examines the United States Intelligence Community (IC), and its interactions with organizations within the larger interagency environment. The course serves as an introduction to the interagency environment as a group of government agencies that must overcome cultural, management, and procedural differences to achieve a successful policy outcome. It analyzes and applies the theoretical assumptions of several models with the objective of identifying practices that improve cooperation and collaboration between the agencies.

Course Objectives

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

CO1-Attribute interagency members and Administrations’ efforts to improve interagency effectiveness in Complex Contingency Operations

CO2-Assess the cultural characteristics of interagency bureaucracies within the military services and Intelligence Community.

CO3-Evaluate the theoretical assumptions of Bureaucratic Politics, Craftsmanship models as a means to explain organizational behavior and practices that build trust and collaborative relationships.

CO4-Analyze how cognitive processes influence individual and organizational behavior and relationships between agencies.

CO5-Examine the 9/11 Committee Report to determine how the Committee arrived at its recommendations, the feasibility of the proposed changes in agencies’ structures and processes, and the effectiveness of the actions within the agencies.

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 available to each student. Online assignments are due by Sunday at 11:55 pm ET and include all written
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assignments, examinations, and research papers submitted for grading. Weekly Forum questions (accomplished in groups in a Forum) require an initial response by Thursday at 11:55 pm ET, with all other required responses due by Sunday at 11:55 pm ET. The assigned faculty will support the students throughout this eight-week course.

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Course Resources

Required Course Textbooks

The **required** text for this course is:


Required Readings

- External websites and other assigned readings are found in the Lessons area of the classroom.

- Weekly Lesson Notes and videos or audio files are found in the Lessons area of the classroom.

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Evaluation Procedures
The course grade is based on the following assessments:

**Discussion Forums – 25 percent**

Discussion questions will be provided and posts should reflect an assimilation of the readings and respond to the assigned topic(s). Students are required to provide a substantive initial post by Thursday at 11:55 pm ET and respond to 2 or more classmates by Sunday 11:55 pm ET. Forum posts are graded on timeliness, relevance, knowledge of the weekly readings, and the quality of original ideas.

**Research Question & Proposal Assignment – 15 percent**

This assignment requires you to present a research question and topic proposal for your final research paper. You should identify it as HW1 with your name (example: SmithHW1). This written submission should be submitted in a font and page set-up that is readable, neat and 3-4 pages in length. It is recommended that students try to adhere to a consistent Turabian 7th edition format, which is described below.

- Typewritten in double-spaced format with a readable style and font and submitted inside the electronic classroom (unless classroom access is not possible and other arrangements have been approved by the professor)
- Arial 11 or 12-point font or Times New Roman styles
- Page margins Top, Bottom, Left Side and Right Side = 1 inch, with reasonable accommodation being made for special situations and online submission variances

**Final Research Paper Project Assignment – 35 percent**

This project will demonstrate your ability to synthesize discipline specific material. This is a task based exercise. You will prepare a formal research paper based on the approved research question and proposal, your HW1 assignment. Your research paper should be 12-15 pages in length including research and analysis. You should identify it as HW2 with your name (example: SmithHW2). This written submission should be submitted in a font and page set-up that is readable, organized and neat. It is recommended that students try to adhere to a consistent Turabian 7th edition format, which is described below.

- Typewritten in double-spaced format with a readable style and font and submitted inside the electronic classroom (unless classroom access is not possible and other arrangements have been approved by the professor)
- Arial 11 or 12-point font or Times New Roman styles
- Page margins Top, Bottom, Left Side and Right Side = 1 inch, with reasonable accommodation being made for special situations and online submission variances
Your paper will be comprised of 5 sections:

I. Introduction and Research Questions
II. Literature Review: Please watch this quick tutorial about writing a Literature Review.
   i. The literature review sets the context for the entire research project by explaining what others have found in researching the same or similar topic. The literature review is written in a narrative format.
III. Analysis and findings
IV. Conclusion
V. References (or Bibliography)

Final Assignment – 25 percent

This assignment will be an essay consisting of 2 questions, 2-3 pages each, to test knowledge and assimilation of the course objectives. The exclusive use of required texts and readings from this course is mandatory.

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<th>ASSIGNMENT</th>
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<td>Research Question &amp; Proposal Assignment</td>
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<td>25 percent</td>
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<tr>
<td>TOTAL</td>
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8 – Week Course Outline

Week 1: Introduction to Interagency Operations
Learning Outcomes: CO-1

Assignments: Complete all week 1 forums

Required Readings:


Begin reading *The 9/11 Commission Report* you will need to complete this by week 8.

Recommended Optional Readings & Resources


**Week 2: Bureaucracies, Structure, and Culture**

Learning Outcomes: CO-2

Assignments: Complete all week 2 forums, submit assignment 1

Required Readings:


*Recommended Optional Readings and Resources*


**Week 3: Military Organizational Cultures**

**Learning Outcomes:** CO-2

**Assignments:** Complete all week 3 forums

**Required Readings:**

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Recommended Optional Readings & Resources


**Week 4: The Intelligence Community and Culture of Its Members**

Learning Outcomes: CO-2

**Assignments:** Complete all week 4 forums

**Required Readings:**


Recommended Optional Readings & Resources


**Week 5: Bureaucratic Politics and Organizational Behavior**

Learning Outcomes: CO-4

**Assignments:** Complete all week 5 forums

**Required Readings:**


Recommended Optional Readings & Resources


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Week 6: Craftsmanship Theory

Learning Outcomes: CO-3

Assignments: Complete all week 6 forums, submit research paper.

Required Readings:


Week 7: Building Collaboration and Cooperation in the Interagency Environment

Learning Outcomes: CO-3

Assignments: Complete all week 7 forums.

Required Readings:
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Recommended Optional Readings & Resources


Week 8: 9/11 Commission Report

Learning Outcomes: CO-5

Assignments: Submit final assignment, complete all week 8 forums.

Required Readings:

Complete 9/11 Commission Report. (428 pages)


Recommended Optional Readings & Resources


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Policies

Please see the Student Handbook to reference all University policies. Quick links to frequently asked question about policies are listed below.

- Drop/Withdrawal Policy
- Plagiarism Policy
- Extension Process and Policy
- Disability Accommodations

Citation and Reference Style
Attention Please: Students will follow the Turabian/Chicago Style as the sole citation and reference style used in written work submitted as part of coursework to the University.

Late Assignments
Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. As adults, students, and working professionals, I understand you must manage competing demands on your time. Should you need additional time to complete an assignment, please contact me before the due date so we can discuss the situation and determine an acceptable resolution. Routine submission of late assignments is unacceptable and may result in points deducted from your final course grade.

Netiquette
Online universities promote the advancement of knowledge through positive and constructive debate – both inside and outside the classroom. Forums on the Internet, however, can occasionally degenerate into needless insults and “flaming.” Such activity and the loss of good manners are not acceptable in a university setting – basic academic rules of good behavior and proper “Netiquette” must persist. Remember that you are in a place for the rewards and excitement of learning which does not include descent to personal attacks or student attempts to stifle the Forum of others.

- Technology Limitations: While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The Sakai classroom may not fully support MIME or HTML encoded messages, which means that bold face, italics, underlining, and a variety of
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- color-coding or other visual effects will not translate in your e-mail messages.
- Humor Note: Despite the best of intentions, jokes and especially satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add “emoticons” to help alert your readers: ;-), : ), 😊

Online Library

The Online Library is available to enrolled students and faculty from inside the electronic campus. This is your starting point for access to online books, subscription periodicals, and Web resources that are designed to support your classes and generally not available through search engines on the open Web. In addition, the Online Library provides access to special learning resources, which the University has contracted to assist with your studies. Questions can be directed to librarian@apus.edu.

- Charles Town Library and Inter Library Loan: The University maintains a special library with a limited number of supporting volumes, collection of our professors’ publication, and services to search and borrow research books and articles from other libraries.
- Electronic Books: You can use the online library to uncover and download over 50,000 titles, which have been scanned and made available in electronic format.
- Electronic Journals: The University provides access to over 12,000 journals, which are available in electronic form and only through limited subscription services.

Request a Library Guide for your course (http://apus.libguides.com/index.php) The AMU/APU Library Guides provide access to collections of trusted sites on the Open Web and licensed resources on the Deep Web. The following are specially tailored for academic research at APUS:

- Program Portals contain topical and methodological resources to help launch general research in the degree program. To locate, search by department name, or navigate by school.
- Course Lib-Guides narrow the focus to relevant resources for the corresponding course. To locate, search by class code (e.g., SOCI111), or class name.
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If a guide you need is not available yet, please email the APUS Library: librarian@apus.edu.

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Turnitin.com

Faculty require assignments 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.

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Selected Bibliography

Please include a selected bibliography in correct Turabian format, 5-6 sources.

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