

# **PUBLIC POLICY AND PRIVATE ENTERPRISE IN NATIONAL SECURITY**

**PUAF 698B  
Spring 2001  
Wednesday 4:15 - 6:45 PM  
Room 1109  
Van Munching Hall**

**Professor Jacques S. Gansler  
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## **Course Description**

This course will look at the “military/industrial complex” from the perspective of national security, public policy and industrial management in the early 21<sup>st</sup> century global and political environment. Topics covered include: military requirements; budgeting; Congress; science and technology; weapons development, production and support (management and costs); competition; public/private partnerships; privatization; small business innovation; role of non-profits; government oversight; the defense industry (structure, conduct, performance – actual and desired); and international considerations (military, industrial and trade). The course will be primarily case study based with selected complimentary readings.

## **Research Paper**

1. Must be under 15 pages (excluding end notes)
2. The topic must be approved in advance.
3. The paper is due April 25<sup>th</sup>.
4. Should contain both research and policy recommendations based on the research.

## **Grades**

Grades will be based on the following:

- 1/3 Class Participation
- 1/3 Research Paper
- 1/3 Final Exam

## Schedule of Classes and Weekly Assignments

### Class #1 January 31:

- Government/Industry Interfaces (Overview)
- Discussion of the Appropriate Role of the Government in Research and Development

Readings: - “DARPA and High Definition Systems: For Home and War” case

### Class #2 February 7:

- Discussion of the “desired” industrial structure (from Government and Industry perspective s)

Readings: - “Industrial Policy and Competition in the U.S. Navy” case  
- “The Defense Industrial Structure in the 21<sup>st</sup> Century” (speech to AIAA, January 27, 2000)

### Class #3 February 14:

- Discussion of Competition in the environment of a monopsony buyer and two or three oligopoly suppliers

Readings: - “The Great Engine War” case  
- “Competition” (Pages 179-189 from “Affording Defense”)

### Class #4 February 21:

- Discussion of outsourcing, privatization, and government/industry partnerships and/or competitions
- **PAPER TOPIC DUE**

Readings: - “Contracting for Management Services” case  
- “Award-Winning Acquisition” (Pages 10-15, 28-30, 36- 38 from “Government Executives” Procurement Review)

### Class #5 February 28:

- Discussion of the Government’s “Requirements” process for new systems or services

Readings: - “Trident: Setting the Requirements” case  
- “Arsenal Ship” Military Analysis Network  
- “Arsenal Ship Lessons Learned Report”

Class #6 March 7:

- Discussion of overcoming tradition

Readings: - “Multiple Launch Rocket System: On time and Under Budget” case  
- “Unmanned Aerial Vehicles” case

Class #7 March 14:

- Discussion of the Congress’ role and impact

Readings: - “Aspin and Defense Budgets” case  
- “Buying the Baretta (A) and (B)” case

Class #8 March 28:

- Discussion of the Government buying commercial items and services

Readings: - “Commercial Utility Cargo Vehicle” case  
- “Buying commercial Items” (Pages 189 – 195 from “Affording Defense”)  
- “The Wired Warrior” (Pages 184-185 from Fortune, Dec. 21, 1998)  
- “What Makes the Army’s Land Warrior Strategy Unique” (Article, Sept. 24, 1999)

Class #9 April 4:

- Discussion of Introducing Modern Logistics (“Just in Time” vs. “Just in Case”)

Readings: - “Reorganizing the Defense Logistics Agency” case  
- “Roadblock” (Article from Government Executive)  
- “Modernizing Defense Logistics” (Article from the Washington Post, Nov. 27, 2000)  
- “Logistics in Kosovo” (Article, Sept. 24, 1999)

Class #10 April 11:

- Discussion of the Press’ role and impact

Readings: - “Breaking the Bad News: DIVAD”  
- Article on press coverage of National Missile Defense

Class #11 April 18:

- Discussion of Ethics (from Government and Industry perspectives)

Readings: - “Tony Santino” case  
- “Waste, Fraud, and Abuse” (Pages 195-207 from “Affording Defense”)

Class #12 April 25:

- Discussion of International aspects of government/industry relations in defense
- **PAPER DUE**

Readings: - “Rolling Airframe Missile” case  
- International Defense Procurement: Challenge and Opportunities” (speech to “Financial Times Conference”, London, July 20, 2000)

Class #13 May 2:

- Discussion of 21<sup>st</sup> Century National Security Needs and the implications thereof

Readings: - “Revolutions in Military Affairs” (Article from JFQ, Spring 1994)  
- “The Revolution in Military Affairs” (Chapter 3 from “Battlefield of the Future: 21<sup>st</sup> Century Warfare Issues”)

Class #14 May 9:

- Discussion of Leadership for Change (how one person can make a difference)
- Course Review

Readings: - “Joint Direct Attack Munitions” case  
- “Army Flying Machine” case