



**The University of Western Ontario
HISTORY 4821F**

Spy vs. Spy
Fall 2019-20

Mondays 3:30-5:30 pm, Fall Term, UCC 66

Instructor: Professor William J. Turkel

Office Hours: Mondays 2:30-3:15 & Thursdays 5:30-6:15

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Course Description:

An introduction to close reading and the techniques of structured intelligence analysis. Working individually and in groups, students will analyze a series of historical case studies from the 20th and 21st centuries. Topics include espionage, cyber war, terrorism, organized crime, homeland security, counterintelligence and decision support.

This course teaches the utility of evidence-based, qualitative analysis in settings where decisions must be made collaboratively under uncertain or adversarial conditions.

Prerequisite(s):

1.0 History course at the 2200 level or above.

Unless you have either the prerequisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. The decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Course Syllabus:

In the second half of the 20th century, a series of highly public failures forced intelligence agencies to evaluate methods that until that time had mostly relied on the unconscious, intuitive judgements of individual analysts and subject-matter experts. Over the same period, psychologists, computer scientists and later behavioural economists showed that human cognition is susceptible to a wide variety of biases. In other words, when thinking quickly we take shortcuts that make our reasoning error-prone, and it is often hard for us to recognize those errors. Structured analytic techniques are designed to slow down our thinking and make it public, so that others may critique and build on it.

In this course, the historian's traditional method of close reading is combined with the structured analytic techniques that now form the core methodology of intelligence analysis. Working individually and in teams, students will learn to analyze case studies that are complex and ambiguous, and often full of unknowns. This is excellent training not only for a career in history, but in law, politics, business, the social sciences, the military, law enforcement and a variety of other fields.

Expected Preparation

You will be given a short collection of readings to do before each class. It is crucial that you take this requirement seriously and read the materials carefully. Since teamwork is an essential component of this class (and your grade), students who are not prepared for class will not only be letting themselves down, but their classmates, too. You should also bring your copy of the required text to class for each meeting.

Attendance, Participation and Professionalism

You will be expected to attend and participate each class. *Failure to attend more than two classes without prior approval or a note from your academic counsellor will result in a failing grade.* Since you will be working closely with others, it is important to be respectful, to share your own ideas and to listen carefully to the ideas of others.

Teamwork and Peer Evaluation

Each class you may be randomly assigned to a team for the day's activities. Grades for team activities will be shared by all members of the team. At the end of each team activity you will submit a very brief peer evaluation for the members of your team. I will use these assessments, in conjunction with my own, to determine your participation.

Learning Outcomes

At the conclusion of this course students will

- Be aware of a range of biases and heuristics that interfere with sound reasoning
- Be familiar with a wide variety of techniques to externalize and critique thought processes and to qualitatively deal with unknown data
- Have some knowledge of significant recent episodes in the history of security intelligence and foreign intelligence

Course Materials:

There is one required text for this course. You should bring your copy to each class.

Beebe, Sarah Miller & Randolph H. Pherson. *Cases in Intelligence Analysis: Structured Analytic Techniques in Action*, 2nd ed. Los Angeles: CQ Press, 2015.

All other course materials will be provided electronically on OWL.

You are also allowed and encouraged to use laptops or other computers in class.

Methods of Evaluation:

- In-class analysis of cases (40%)
- Online team analysis exercise (20%). Handed out Sep 30, due Oct 7, zero date Oct 14.
- Red team exercise (20%). Handed out Oct 14, due Oct 28, zero date Nov 4.
- Individual case analysis (20%). Handed out Oct 28, due Nov 18, zero date Nov 25.

Each assignment has a suggested due date and, a week or so later, a zero date. If you hand in your assignment before the zero date, you will receive full credit for your work. After the zero date, it will be worth nothing.

If you are unable to meet a course requirement due to illness or other serious circumstances, you must provide valid medical or other supporting documentation to Academic Counseling as soon as possible.

N.B. Failure to attend more than two classes without prior approval or a note from your academic counsellor will result in a failing grade.

Course Schedule and Readings:

- Sep 9. Introduction: overview of intelligence and sources; why intelligence fails; structured analytic techniques and close reading; the case study approach.
In class activity: Ch. 3 “Cyber H₂O”
Techniques introduced: Getting Started Checklist; Key Assumptions Check; Devil’s Advocacy
- Sep 16. *Read before class:* Ch. 1 “Who Poisoned Karinna Moskalenko?” & Ch. 2 “The Anthrax Killer”
Techniques introduced: Structured Brainstorming; Starbursting; Premortem Analysis; Structured Self-Critique
- Sep 23. *Review / read before class:* Ch. 2 “The Anthrax Killer” & Ch. 4 “Is Wen Ho Lee a Spy?”
Techniques introduced: Chronologies and Timelines; Deception Detection; Force Field Analysis
- Sep 30. CLASS DOES NOT MEET.
Online team analysis exercise handed out. *Reading:* Ch. 7 “Who Murdered Jonathan Luna?”
Techniques introduced: Online Collaboration; Simple Hypotheses; Multiple Hypothesis Generator; Analysis of Competing Hypotheses
- Oct 7. *Read before class:* Ch. 8 “The Assassination of Benazir Bhutto”
Techniques introduced: Mind Map

- Oct 14. THANKSGIVING – CLASS DOES NOT MEET.
Red team exercise handed out. *Reading:* Ch. 14 “Defending Mumbai from Terrorist Attack”
Techniques introduced: Classic Quadrant Crunching; Indicators; Indicators Validator; Red Hat Analysis
Online team analysis exercise zero date.
- Oct 21. *Read before class:* Ch. 10 “The Atlanta Olympics Bombing” & Ch. 11 “The DC Sniper”
Techniques introduced: Pros-Cons-Faults-and-Fixes
Online team analysis exercise due.
- Oct 28. *Review / read before class:* Ch. 11 “The DC Sniper” & Ch. 6 “The Road to Tarin Kowt”
Individual case analysis handed out. *Reading:* Ch. 16 “Shades of Orange in Ukraine”
Techniques introduced: Strengths, Weaknesses, Opportunities, Threats; Simple Scenarios; Outside-In Thinking
Red team exercise due.
- Nov 4. FALL STUDY BREAK – CLASS DOES NOT MEET.
Red team exercise zero date.
- Nov 11. *Read before class:* Ch. 13 “Understanding Revolutionary Organization 17 November” & Ch. 15 “Iranian Meddling in Bahrain”
Techniques introduced: Foresight Quadrant Crunching; What If? Analysis; Morphological Analysis
- Nov 18. *Review / read before class:* Ch. 15 “Iranian Meddling in Bahrain” & Ch. 17 “Violence Erupts in Belgrade”
Techniques introduced: Decision Matrix
Individual case analysis due.
- Nov 25. *Read before class:* Ch.5 “Jousting with Cuba over Radio Marti” & Ch. 9 “Death in the Southwest”
Techniques introduced: Quadrant Hypothesis Generation
Individual case analysis zero date.
- Dec 2. *Review / read before class:* Ch. 9 “Death in the Southwest” & Ch. 12 “Colombia’s FARC Attacks the US Homeland”
Techniques introduced: Multiple Scenarios Generation

Additional Statements

Academic Offences:

Scholastic Offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitute a Scholastic Offence, at the following Web site:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

Accessibility Options:

Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519 661-2111 x 82147 for any specific question regarding an accommodation.

Information regarding accommodation of exams is available on the Registrar's website:

www.registrar.uwo.ca/examinations/accommodated_exams.html

Medical Issues

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Please go to:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf

to read about the University's policy on medical accommodation. In the event of illness, you should contact Academic Counselling as soon as possible. The Academic Counsellors will determine, in consultation with the student, whether or not accommodation should be requested. They will subsequently contact the instructors in the relevant courses about the accommodation. Once the instructor has made a decision about whether to grant an accommodation, the student should contact his/her instructors to determine a new due date for tests, assignments, and exams.

Students must see the Academic Counsellor and submit all required documentation in order to be approved for certain accommodation.

Please note: Please visit https://www.uwo.ca/univsec/academic_policies/index.html to view all updated academic policies regarding medical accommodations.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offense (see Scholastic Offence Policy in the Western Academic Calendar).

Students are expected to retain all research notes, rough drafts, essay outlines, and other materials used in preparing assignments. In the unlikely event of concerns being raised about the authenticity of any assignment, your instructor may ask you to produce these materials; an inability to do so may weigh heavily against you.

The following rules pertain to the acknowledgements necessary in academic papers.

A. In using another writer's words, you must both place the words in quotation marks and acknowledge that the words are those of another writer.

You are plagiarizing if you use a sequence of words, a sentence or a paragraph taken from other writers without acknowledging them to be theirs. Acknowledgement is indicated either by (1) mentioning the author and work from which the words are borrowed in the text of your paper; or by (2) placing a footnote number at the end of the quotation in your text, and including a correspondingly numbered footnote at the bottom of the page (or in a separate reference section at the end of your essay). This footnote should indicate author, title of the work, place and date of Publication and page number. Method (2) given above is usually preferable for academic essays because it provides the reader with more information about your sources and leaves your text uncluttered with parenthetical and tangential references. In either case words taken from another author must be enclosed in quotation marks or set off from your text by single spacing and indentation in such a way that they cannot be mistaken for your own words. Note that you cannot avoid indicating quotation simply by changing a word or phrase in a sentence or paragraph which is not your own.

B. In adopting other writer's ideas, you must acknowledge that they are theirs.

You are plagiarizing if you adopt, summarize, or paraphrase other writers' trains of argument, ideas or sequences of ideas without acknowledging their authorship according to the method of acknowledgement given in 'A' above. Since the words are your own, they need not be enclosed in quotation marks. Be certain, however, that the words you use are entirely your own; where you must use words or phrases from your source; these should be enclosed in quotation marks, as in 'A' above.

Clearly, it is possible for you to formulate arguments or ideas independently of another writer who has expounded the same ideas, and whom you have not read. Where you got your ideas is the important consideration here. Do not be afraid to present an argument or idea without acknowledgement to another writer, if you have arrived at it entirely independently. Acknowledge it if you have derived it from a source outside your own thinking on the subject.

In short, use of acknowledgements and, when necessary, quotation marks is necessary to distinguish clearly between what is yours and what is not. Since the rules have been explained to you, if you fail to make this distinction, your instructor very likely will do so for you, and they will be forced to regard your omission as intentional literary theft. Plagiarism is a serious offence which may result in a student's receiving an 'F' in a course or, in extreme cases, in their suspension from the University.

Scholastic Offences

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following web site:

www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

Copyright

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may

not record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.

Support Services

Students who are in emotional/mental distress should refer to Mental Health@Western, http://uwo.ca/health/mental_wellbeing/ for a complete list of options about how to obtain help.

Use of Electronic Devices

You are allowed and encouraged to use laptops and other computers in class.

Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 661-2111 x 82147 for any specific question regarding an accommodation.

If you have any further questions or concerns please contact, Heidi Van Galen, Administrative Officer, Department of History, 519-661-2111 x84963 or e-mail vangalen@uwo.ca.