**COURSE CODE:** ECS 5141 - A Comprehensive Approach to Complex Operations  
**CREDITS:** 3 cr.  
**SESSION:** PROFESSOR: Dr. Michael Rostek

| DESCRIPTION | In recent years there has been a growing acknowledgement of the need to practice a more coordinated and holistic approach to complex security challenges. To this end, DFAIT, CIDA, DND and other Government of Canada departments have been investigating the employment of a new form of collective action known as the Comprehensive Approach (CA). Such an approach calls for the inclusion of actors and agencies beyond the agencies and institutions of government in meeting complex challenges (e.g. NGOs, PMCs, publics, IOs, etc.). The CA recognizes bounds of collective action often need to be extended beyond core federal stakeholders. The aim of this module is to present the fundamentals of the CA inclusive of nation building within international and domestic security environments. The Subject Matter Expert (SME) will introduce the conceptual foundations and theoretical underpinnings of a new norm designed to increase efficiency and effectiveness of government operations. The use of lectures/discussions, case studies (international and domestic), a hands-on planning exercise and guest speakers, will broaden and deepen the understanding of this new approach. The program is designed to challenge organizational cultures to achieve greater levels of coordination and collaboration, thereby integrating as a whole, with a view to generating lasting solutions to the complex security challenges confronting governments today and tomorrow. |
| OBJECTIVES | At the end of this module, participants will better understand: the capabilities and constraints of public and private organizations; organizational and process knowledge needed to better develop CA capabilities; technologies used and bridges between organizations to enable interoperability; and the importance of organizational culture on the ability to develop competencies and capabilities for a CA. The course will:  
1. Analyze complexity within the contemporary security environment through the use of contemporary analytical frameworks such as STEEP/VUCA.  
2. Define "wicked problems" and understand their relevance to complex international security challenges.  
3. Define the comprehensive approach and recall the lessons learned from historical and contemporary case studies.  
4. Describe horizontal management as it applies to WoG and acknowledge the importance of trust-building in complex decision-making.  
5. Practice the application of a comprehensive approach to security operations through the use of planning tools designed for the tactical leader. |
| WORKLOAD | 8-12 hours per week and a 1 day, 8 hour planning exercise – with pre-reading |
| ASSESSMENT | Book Review  
Students are to read the primary text for the course, "Security Operations in the 21st
Century: Canadian Perspectives in the Comprehensive Approach” and write a review of the book (maximum 1000 words). The assignment is due January, 14, 2017. 15%

**Paper**
A final essay (maximum 2500 words) on a topic related to the CA will be selected by students. The essay will be due February 21, 2017. 25%

**Class Participation**
Students will be assessed on their level of participation during classroom sessions. 10%

**Threaded Discussion**
After completing the readings, students are to participate in an online threaded discussion answering questions assigned by the instructor. Student responses in the form of initial and response posts will be evaluated their quality. A student's participation in the threaded discussion will also be evaluated. Threaded discussions will remain open for a week in duration. 30%

**Table Top Exercise**
During the table top exercise, students will be assigned roles and be assessed in those roles. The roles will be allocated during the read-in session prior to the simulation. 20%

---

**MANDATORY READINGS**

<table>
<thead>
<tr>
<th><strong>Primary:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Ms. H. Hrychuk and Mr. P. Gizewski, “Developing the Comprehensive</td>
</tr>
</tbody>
</table>
Approach: Exploring the Lessons of History”, Ottawa: Centre for Operational Research and Analysis Defence Research and Development Canada (n.d.).


30. The Operational Planning Process Précis Handout.


Websites:

   a. “About the Canadian Forces” at http://www.forces.gc.ca/site/acf-apfc/index-eng.asp
   e. “Special Operations Command” at http://www.cansofcom.forces.gc.ca/index-eng.asp


39. North Atlantic Treaty Organization/Comprehensive Approach Libguide:
http://www.natolibguides.info/comprehensiveapproach;
42. World Health Organization: http://www.who.int/en/;
43. NGOs
   b. United Nations, UN NGO Liaison: Branch of the United Nations Department of Economic and Social Affairs (UNDESA).
44. Private Military Corporations: http://www.privatemilitary.org/resources.html#.WAVKA5MrKAw.

OTHER READINGS
3. UK House of Commons Defence Committee, “The Comprehensive Approach: the point of war is not just to win but to make a better peace” (London: House of Commons, 2011).
4. Joshua Cooper Ramo, The Age of the Unthinkable: Why the New World Disorder Constantly Surprises Us and What We Can do About It. (New York:

Please familiarize yourself with the Academic Regulations:

Please read this information on intellectual integrity (with resources regarding plagiarism and other forms of fraud): http://ustpaul.ca/en/registrar-s-services-academic-fraud_1408_783.htm

For examples of plagiarism see: http://www.uottawa.ca/plagiarism.pdf

Revision of marks:
Please see the appropriate section in the academic regulations (8.10 Revision of Grades and Appeals)

Students must complete all assignments during the allocated time as per the
schedule provided in this course outline, and in accordance with the final exam date. Failure to complete any of the in-class assignments will result in a mark of zero being awarded. Failure to complete either the mid-term or final exam will similarly result in a zero mark.

Learning support
Students who require accommodations or academic support because of a physical or learning disability, or any condition that affects their ability to learn, are invited to register with ACCESS SERVICE:

In person: University Centre 339
Telephone: 613-562-5976
TTY: 613-562-5214
E-mail: adapt@uottawa.ca
Web: http://www.sass.uottawa.ca/access/

Students can then meet with an Access Service specialist to identify their individual needs and to discuss appropriate interventions.

IMPORTANT Deadlines for requesting accommodations for:

<table>
<thead>
<tr>
<th>Quizzes, tests, mid-terms, deferrals</th>
<th>FINALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 day rule (excluding holidays and the day of the exam)</td>
<td>FALL SESSIONS: November 15th</td>
</tr>
<tr>
<td></td>
<td>WINTER SESSIONS: March 15th</td>
</tr>
<tr>
<td></td>
<td>SPRING/SUMMER SESSIONS: 7 day rule</td>
</tr>
</tbody>
</table>

http://www.sass.uottawa.ca/access/students/adapted-exam-procedures.php

Student Success Centre (SSC)

The Student Success Centre (SSC) is your best resource for all your academic needs. Our counsellors and student-mentors provide you with the tools and strategies to ensure that you are successful in achieving your academic, professional and personal objectives.

Student Mentors
A team of student-mentors is available to support you as you get acquainted with research methods at the university level. The team will share with you, through workshops, study groups or one-on-one meetings, tips, guidance and resources to help you acquire the know-how for a positive university experience.

Academic Writing Help Centre
Writing advisors will offer you assistance in organizing, presenting and correcting your papers and avoid plagiarism. These sessions will be offered through one-on-one meetings.

Workshops on achieving academic success
Workshops especially designed to address questions and concerns such as stress management, budgeting, time management, and your exam preparation are offered. Please see our student-mentors.
The Student Success Centre (SSC) is located in rooms 40 and 42 Guigues Hall.
Telephone number: (613) 236-1393, extension 2640, e-mail: redaction-writing@ustpaul.ca