

Master of Arts in Diplomacy

Program Overview

Program Director: Lasha Tchantouridzé
 Associate Program Director of Academics: Charles Lerche

The Master of Arts in Diplomacy degree is designed for government, military, non- governmental, and business professionals who must operate within a challenging international environment. The curriculum offers a unique combination of seminars that provide students with an effective understanding of the international system. This includes a substantial grounding in the theories behind that system, the structural constraints of the system (international law), and knowledge of the prime motivator to interact within the system (international economics). The degree then moves into its concentrations. There are three concentrations within the program; International Conflict Management, International Terrorism, and International Commerce.

With the increase in globalization, there is a growing need to demonstrate a mastery of the international environment and the challenges it presents. The Diplomacy program gives students the tools by which to more effectively operate within this increasingly complex international system. All students will complete a 36 credit-hour program (a maximum of 12 credits can be transferred into the program with the approval of the Program Director) that culminates in a June residency at the Norwich University campus. The program is divided between a core of 18 credit hours and a concentration of 18 credit hours. All students must complete the core before moving on to their chosen concentration. In addition, in order to graduate all students must complete the comprehensive examination or its equivalent offering, and an exit portfolio.

Curriculum Map

Semester 1	Credits	Semester 2	Credits	Semester 3	Credits
GD 510 Theory and the International System or 511 The History of Diplomacy in the International System	6	GD 520 Law and the International System	6	Select one concentration course	6
GD 530 Economics and the International System	6	Select one concentration course	6	GD 555 Comprehensive Exam ¹	0
				Select one concentration course	6
				GD 595 Residency ²	0
	12		12		12

Total Credits: 36

- Students must complete the comprehensive exam prior to enrollment in their final course.
- Students are required to attend a one-week, on campus Residency Conference in the June following or concurrent with their final course.

Curriculum Requirements

Core Curriculum

The core seminars are designed to give students a solid understand of central concepts within the international system. Like many other academic disciplines, the field of International Relations does not have a single unifying theory as to why things happen within the global system. Therefore, it is essential to acquire a firm grounding in the contending theories as to why the system works the way it does. This will give students a firm foundation when building their own views as to which theory more effectively explains the international system.

Once this foundation is established, students then go on to look at the constraints or lack of constraints on the “actors” within the international system (such as states, multi-national organizations, non- governmental organizations, etc.) These constraints are established by international norms delineated in the international legal system. Once the basics of the system are understood, students explore what makes the system “go” or work. Here the international political economy is explored. What motivates “actors” to interact is their desire to exchange goods or services or dominate those goods or services. The very fact that the world is now talking in terms of increasing “globalization” is reflective of the fact that almost all “actors” are thinking in terms of a global impact.

Insights into this phenomenon are essential to a student's understanding of the international system.

All students start with either the Theory seminar (GD 510) or the History seminar (GD 511), and then move to either GD 520 or GD 530, both of which must be completed before moving into a concentration, unless specific exceptions are approved by the Program Director. Concentration seminars are to be taken in sequence unless specific exceptions are approved by the Program Director.

Core Courses

GD 510	Theory and the International System	6
or GD 511	The History of Diplomacy in the International System	
GD 520	Law and the International System	6
GD 530	Economics and the International System	6
Culminating Academic Requirement		
GD 595	Residency	0
Total Credits		18

Concentrations

All concentrations follow the same format; 18 credit hours composed of three, six-credit, eleven-week seminars. The Diplomacy degree consists of two distinct parts: core and concentration. Within the first three seminars students are exposed to the core concepts while the final three seminars comprise the concentration, wherein students conduct in-depth study related to the concentration's topic. This in-depth analysis of a subfield within international relations gives the student the expertise and understanding to be more effective in dealing with the challenges the concentration presents.

International Conflict Management Concentration (18 Credits)

This concentration is designed to allow students to further study all aspects of conflict within the international arena. The first seminar explores the various methods by which "actors" (be they states, corporations or individuals) in the international system can avoid getting embroiled in conflict. This seminar further explores the various methods actors have used to contain the impact and spread of the conflict, if they could not avoid it. The second seminar deals with the very important task of resolving a conflict. This approach is coupled to the aspect that actors must consider in terms of a post-conflict cleanup. A successful reconstruction is a vital aspect of post-conflict reconciliation. Finally, the Conflict Management concentration ends with a choice for students: in one elective the student delves further into the nature of international conflict; or alternatively, a student can explore the growing field of human rights within conflict studies. The idea motivating human rights research is to promote peace by defusing the problems that are seen to cause conflict.

International Conflict Management Courses

GD 540	Conflict Avoidance, Prevention & Containment in the International System	6
GD 550	Conflict Resolution & Post-Conflict Reconstruction in the International System	6
GD 555	Comprehensive Exam	0
GD 560	Military Intervention & Conflict Management in the International System	6

or GD 561	Human Rights and Conflict in the International System	
Total Credits		18

International Terrorism Concentration (18 Credits)

This concentration explores the multifaceted concept of terrorism in both the 20th and 21st centuries. The first seminar provides an historical introduction and explores the more "traditional" state supported or sponsored forms of terrorism. The second seminar of the concentration delves into the emerging concept of terrorism that is conducted internationally, primarily by non-state actors, terrorist organizations. Such groups would include those engaged in narco-terrorism, religiously motivated violence, and so forth. Finally, the last seminar of this concentration explores various mechanisms developed in the international system to address the threat of international terrorism.

International Terrorism Courses

GD 542	Terrorism: Introduction and State Sponsored Terrorism	6
GD 552	International Terrorism by Non-State Actors	6
GD 555	Comprehensive Exam	0
GD 562	International Response to Transnational Terrorism	6
Total Credits		18

International Commerce Concentration (18 Credits)

This concentration is for students of international commerce and business who would like to enhance their understanding of conducting business in the global economy. In the first seminar students examine private sector business and, in particular, focus on exploring internal and external environmental conditions when conducting business in a global environment. The second seminar of the concentration turns toward the idea of a multi-national workforce and the unique set of challenges such a workforce presents. This involves human resource management on an international scale. The final seminar of the concentration deals with the need for international business actors to build their diplomatic or public relations image. This effort is analogous to countries having ministries for foreign affairs or state departments -- a good international public image is increasingly seen as a need in the business world, as well.

International Commerce Courses

GD 544	Global Commerce and the International System	6
GD 554	Cross Cultural Management in the International System	6
GD 555	Comprehensive Exam	0
GD 564	Global Corporate Diplomacy	6
Total Credits		18

Additional Program Requirements

In addition to the degree requirements for each concentration there are a few other program elements that students are required to complete in order to qualify for the Master of Arts degree in Diplomacy. Each requirement is graded on a pass/fail or satisfactory/unsatisfactory basis.

Comprehensive Exam

All students will take a written exam where, typically, they will be given eight questions in four groups of two questions per group (the format may vary slightly). Students must choose one of the two questions in each group, thus answering four questions. The questions will be devised by program faculty and will not be given to students in advance. The test will be proctored and four hours in length. The exam is typically administered during the break between GD 55X and GD 56X or at the beginning of GD 56X. It is a closed book exam; in other words, no sources other than what is in a student's mind can be used or consulted. The exam will be graded by a minimum of two faculty members. A grade of pass, fail one question (immediate re-sit), or fail will be awarded. Students who publish an article in a peer-reviewed academic journal may be exempt from the Comprehensive Exam requirement.

Exit Portfolio

All students will be required to maintain and present to their final seminar instructor an Exit Portfolio. This requirement will consist of electronic copies of all FINAL research papers in each preceding seminar. The portfolio is to be divided up by seminar with each paper written under that seminar listed separately. Therefore, from the outset, a student must retain a MARKED readable copy of all his or her FINAL research papers throughout the degree program. If a seminar does not have a "final paper" assignment, the written assignment with the biggest grade weight will be submitted. Instructors in the final seminar will examine each portfolio and report a grade of satisfactory/unsatisfactory or pass/fail to the Program Director. If a student fails the exit portfolio requirement, the Program Director will identify a further course of action to meet program graduation requirements. The final seminar instructors report will be part of the graduation criteria and a grade of satisfactory/pass will be required in order for the student to graduate from the program.

One-Week Residency

During the final phase of the Master of Arts in Diplomacy program students are required to attend a one-week residency on the Norwich University campus. During this residency, students may attend professional presentations, participate in roundtable discussions with faculty, and present papers. The one-week residency is a degree requirement.

Thesis Track

Students may submit a proposal to pursue a thesis on a topic of their choosing in addition to all other requirements for the degree. Students may apply to the thesis track at the conclusion of their second seminar and propose a topic. Students should also present the endorsements of the instructors from their first two seminars. Students accepted into the Thesis Track must enter the thesis seminar either by the beginning of the fifth seminar of the program or at the end of the student's seminar work. A student in the Thesis Track will have a thesis supervisor, a faculty member specializing in the chosen area of research. All students will follow the established rules and procedures identified in Norwich University's Thesis Handbook for Diplomacy students. Upon completion of the seminar, the student must defend the work before a committee comprised of the thesis advisor, two additional readers, and a chair. A grade of Pass, Pass with Minor Revisions, Pass with Major Revisions, or Fail will be identified by the committee. The thesis track is an optional degree requirement, and may be outside the degree process, allowing for

students to complete a thesis after graduation. However, a student may request to have the Thesis Track counted in lieu of the comprehensive exam requirement. If this exemption is granted, the student will not graduate from the program until successful defense of the thesis.

Thesis Seminar (12 Credits)

GD 570 Thesis Seminar 12

Faculty Member	Institution at which highest degree was earned
Lasha Tchantouridze, PhD (Program Director)	Queens University
Charles Lerche, PhD (Associate Program Director of Academics)	University of Ibadan (Nigeria)
Clifford Bates, PhD	Northern Illinois University
Narain Batra, PhD	Gujarat University
John Becker, PhD	Denver University
Najiba Benabess, PhD	University of Wisconsin
Bond Benton, PhD	University of Vienna
Stefan Brooks, PhD	University of Houston
Rowland Brucken, PhD	Ohio State University
Eric Bush, PhD	Widener University
Anthony Cain, PhD	Ohio State University
Stanley Carpenter, PhD	Florida State University
Emily Copeland, PhD	The Fletcher School of Law and Diplomacy
Paula Doherty, PhD	Nova Southeastern University
Robert Farkasch, PhD	York University
David Gray, PhD	University of Southern California
Don Harrington, PhD	University of Connecticut
Michael Jackson, PhD	Brandeis University
David Jones, PhD	State University of New York at Albany
William Jong-Ebot, PhD	University of Wisconsin
Seung-Ho Joo, PhD	Pennsylvania State University
Angela Kachuyevski, PhD	Fletcher School of Law and Diplomacy (Tufts)
James Kraska, PhD	Indiana University
Brian Kupfer, PhD	Claremont Graduate University
Jonathan Levy, PhD	William Howard Taft Law School
James Miskel, PhD	State University of New York
Darryl Mitry, PhD	University of Southern California
Amit Mukherjee, PhD	Syracuse University
Eric Nelson, PhD	University of Illinois at Urbana-Champaign
Scott Nelson, PhD	Arizona State University
Alex Norsworthy, PhD	American University
Robert Pauly, PhD	Old Dominion
Daniela Peterka-Benton	

Russell Ramsey, PhD	University of Florida
Tim Riesen, PhD	Claremont Graduate University
Eileen Scully, PhD	Georgetown University
Steven, Shirley, PhD	Old Dominion
Vlad Suchan, PhD	Carleton University
Eugene Tadie, PhD	Northern Illinois University
Stephen Twing, PhD	University of South Carolina
Shelton L. Williams, PhD	Johns Hopkins

Courses

GD 510. Theory and the International System. 6 Credits.

In this seminar students will review the basic theories that govern the international relations discipline. As no one theory fully explains the international system, a firm grasp of the leading paradigms gives a student a solid foundation on which to build the degree. This seminar will also trace the historical evolution of diplomacy within the international system giving the student a sense of its progression and an awareness of the milestones of diplomatic interaction within that system.

GD 511. The History of Diplomacy in the International System. 6 Credits.

This seminar is a comprehensive overview of diplomacy, international relations, and world order in the context of the modern state system, from 1648 to the present. The seminar provides an introduction to the international political environment through studies in foreign policy decision-making. The seminar combines the fields of history and political science by using an analytical framework of historiography and International Relations methodology.

GD 520. Law and the International System. 6 Credits.

In this seminar students will explore some of the important principles, norms, customs, laws, and transactions in international relations. Student will be introduced to international law terminology, history, and dominant theories. The laws surrounding conflict, war and war crimes will be explored. Of special interest will be the laws and norms pertaining to international organizations. Finally, the more up and coming areas of international law will be explored, such as, environmental law and the growing body of law concerning humanitarian intervention.

GD 530. Economics and the International System. 6 Credits.

In this seminar students will explore the international economic system. The impact of modernization and economic development within the system will be examined. The controversy over the concept of globalization will be explored. The seminar will address the dominant theories of international political economy. Students will become familiar with institutions of international finance and trade. Special attention will be given to Third World development issues. Also, the idea of economics as a tool of diplomacy and military power will be raised.

GD 540. Conflict Avoidance, Prevention & Containment in the International System. 6 Credits.

In this seminar students will address a number of schools of thought and debates concerning the causes of inter and intra-state conflicts. The increasingly controversial topics of peacekeeping, peace-making and peace enforcement will be reviewed with an eye toward lessons learned. Transnational forces, including non-governmental organizations will be investigated. Finally, the important concept of multilateral diplomacy as a tool used to avoid conflict in the international system will be examined.

GD 542. Terrorism: Introduction and State Sponsored Terrorism. 6 Credits.

This seminar examines how states have used terrorism as a tool in managing their international rivalries. The seminar also evaluates the actions that the international community takes to deter state-sponsored terrorism. Case studies will be used to complement theory, and to allow for comparative analysis of actions taken by the international community in different cases and circumstances.

GD 544. Global Commerce and the International System. 6 Credits.

This seminar evaluates the role of private-sector commerce in the international system. It focuses on examining internal and external environmental conditions when conducting commerce in a global environment; in particular, students will explore the impact of economics, law, politics, and culture on multinational business endeavors. Country specific data and internal organizational factors that influence managerial decision-making in multinational organizations are addressed as well.

GD 550. Conflict Resolution & Post-Conflict Reconstruction in the International System. 6 Credits.

In this seminar students will examine the “dos” and “don’ts” of negotiating peace, hazards of negotiations and peace settlements, their unexpected consequences, and lessons learned. Of increasing importance is learning how to recover from atrocities through trials, truth commissions, and amnesties. Post-conflict political, economic, and social recoveries are also explored. The seminar also addresses such issues as reestablishing the rule of law, reconstruction of civil society, and of the institutions of governance. Finally, students will examine the politics and cultural impacts of rebuilding, including the economic and financial costs.

GD 552. International Terrorism by Non-State Actors. 6 Credits.

This seminar examines the phenomenon of transnational terrorism by non-state actors, that is, by terrorist organizations. Ideology, psychology, and strategies of major transnational groups are addressed to provide an understanding of their long-term goals and operations. Terrorist groups' relationships with WMD proliferation and organized crime are examined, together with possible future trends in terrorist operations. Case studies of key groups will be used to provide comparative analysis.

GD 554. Cross Cultural Management in the International System. 6 Credits.

Students will review fundamental topics in human resources management as these pertain to globally active organizations: corporate, not-profit, and governmental. The seminar focuses on building personal skills in dealing with intercultural Human Resources, management differences; selecting, evaluating, and compensating employees in international assignments; training and developing expatriate employees; dealing with culture shock; and examining the effects of repatriation. Students will be asked to apply the concepts of conflict managements, conflict resolution, and conflict avoidance to specific "at-work" situations.

GD 555. Comprehensive Exam. 0 Credits.

GD 560. Military Intervention & Conflict Management in the International System. 6 Credits.

In this seminar students will examine conflict in all its forms. Such aspects as covert operations, psychological warfare, special operations, and limited warfare will be introduced. The increased emphasis on multinational coalitions and conflicts will be explored. A renewed emphasis will be given to terrorism, including the use of chemical, biological and nuclear agents. Special cases of civil war and collapsed state conflicts will be reviewed. Finally, the impact of modern warfare, most notably on the environment will be investigated.

GD 561. Human Rights and Conflict in the International System. 6 Credits.

In this seminar students will probe the complicated connections between the protection and enforcement of human rights norms and the roots, unfolding, and termination of armed conflicts. Borrowing from the fields of peace-building, conflict resolution, diplomacy, and law, the seminar builds upon the themes of conflict prevention and post-conflict reconstruction developed in previous seminars by focusing on how human rights abuses make conflicts, especially violent conflicts more likely, and how a respect for the political, civil, economic, and social claims of individuals might repair and restore post-conflict societies.

GD 562. International Response to Transnational Terrorism. 6 Credits.

This seminar surveys the strategies and policies used by states to combat transnational terrorism. It includes the development of international law as a tool against terrorism. It focuses on diplomatic and multilateral approaches to deal with cross-border issues, and government policies designed to improve internal and multinational anti-terrorism coordination and cooperation. Differences and commonalities among states in their approaches to terrorism are highlighted in an effort to examine best practices.

GD 564. Global Corporate Diplomacy. 6 Credits.

The final seminar in the Commerce concentration addresses the issue of how international commerce depends upon the public goodwill, the development of which is the function of corporate diplomacy. The seminar will enable students to develop knowledge, competencies, and tools for implementing strategic communication in order to deal effectively with international constituencies, including the government, the news media and the Internet, and NGOs. Special emphasis will be laid on developing analytical skills to shape public opinion, build corporate reputation, and deal with crisis in a cross-cultural environment.

GD 567. Diplomacy and Communication. 6 Credits.

This seminar examines the role of communication in diplomatic endeavors. The historical influence of communication is considered along with the evolving theoretical basis that has informed diplomatic communication. In addition to examining the role communication has played throughout the history of diplomacy, key challenges related diplomatic communication will be considered. These include cultural challenges, the evolving nature of communication technology, the movement towards transparency, and the development of public diplomacy.

GD 570. Thesis Seminar. 12 Credits.

Students allowed to pursue a thesis track will explore the purposes, problems, and strategies of empirical and theoretical research. Students will work individually with their supervisors (thesis advisors) and identify a proper methodological approach, and a research design for their thesis project. Within this option, students may be assigned readings to improve their understanding and knowledge of elements of quantitative or qualitative research, designing and conducting empirical or qualitative research projects, as well as discussions of conceptualization and operationalization, rules and problems of measurement, logics of research design or a range of observational and data-gathering techniques. Supervisors will guide the thesis students through all stages of research – from developing a research design to writing up the final product. The thesis track concludes with both written and oral examinations conducted by individually selected theses committees.

GD 595. Residency. 0 Credits.