

**UNIVERSIDADE CATÓLICA PORTUGUESA
INSTITUTO DE ESTUDOS POLÍTICOS**

LEADERSHIP AND STRATEGIC CHALLENGES

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In a 1973 book on grand strategy, defense specialist John Collins observed that while “strategy is a game that anyone can play, it is not a game that just anyone can play well. Only the most gifted participants have much chance to win a prize...”

— Andrew F. Krepinevich e Barry D. Watts, “Lost at the NSC,”
The National Interest (January/February 2009)

Course Concept

What is leadership? What is grand strategy? How did decisionmakers reacted to strategic challenges throughout history? What recurring factors have had the greatest influence on the on the strategies of the states selected for study? How do we assess the quality of leadership and of a grand strategy? We will examine strategic developments from the Persian invasions of what is now Greece to the Meiji Restoration in Japan in the late 19th century.

Requirements

The course is taught through a combination of lecture and discussion. A successful seminar depends upon attendance at every seminar, completion of all readings and engaged participation. Two essays based on the course readings will be required. These are two critical essays and shall be no longer than 10 pages or shorter than 7. Please do not be creative with line spacing, margins or font’s size. Use double-spaced lines, a size 12 font and standard margins. Each essay will count for 40% of your grade. Seminar participation will count for 20%.

SEMINAR # 1

- (1) Leadership and grand strategy
- (2) Xerxes, Artabanus e Themistocles

Bibliografia:

- (1) Leadership and grand strategy:

Williamson Murray, "Thoughts on grand strategy" in *The Shaping of Grand Strategy*, (eds.) Williamson Murray *et al* (Cambridge: Cambridge University Press 2011), pp. 1-33.

Ian Morris, *Why the West Rules – For Now. The Patterns of History and What They Reveal about the Future* (London: Profile Books, 2010), pp. 557-622.

Daniel L. Byman and Kenneth M. Pollack. "Let Us Now Praise Great Men: Bringing the Statesman Back In," *International Security* 25, no. 4 (Spring 2001), pp. 107-146. Disponível em <http://belfercenter.ksg.harvard.edu/files/bymanetalvol25no4.pdf>

William Deresiewicz, "Solitude and Leadership," *The American Scholar* (Spring 2010), disponível em <http://theamericanscholar.org/solitude-and-leadership/>

- (2) Xerxes, Artabanus and Themistocles:

Herodotus, *The Histories*, translated by Robin Waterfield (Oxford World Classics, 1998), Books VII e VIII, pp. 404-540.

Plutarch, "Themistocles" in *Greek Lives*, translated by Robin Waterfield (Oxford: Oxford University Press, 1998), pp. 78-111 ou http://penelope.uchicago.edu/Thayer/E/Roman/Texts/Plutarch/Lives/Themistocles*.html

Victor Davis Hanson, "Athens is Burning," *The Savior Generals* (New York: Bloomsbury Press, 2013), pp. 8-48.

John Lewis Gaddis, "Crossing the Hellespont" in *On Grand Strategy* (London: Allen Lane, 2018), pp. 1-27.

SEMINAR # 2 – Hannibal, Carthage and Rome

Bibliography

Livy, *The War with Hannibal* (Londres: Penguin Books, 1965).

Barry Strauss, *Masters of Command. Alexander, Hannibal, Caesar, and the Genius of Leadership* (New York: Simon & Schuster, 2012).

Alvin H. Bernstein, “The strategy of a warrior-state: Rome and the wars against Carthage, 264-201 B.C.,” in *The Making of Strategy. Rulers, States and War,*” (eds.) Williamson Murray, MacGregor Knox, Alvin Bernstein (Cambridge: Cambridge University Press, 1994), pp. 56-84;

SEMINAR #3 - Venice: the rise and fall of a Mediterranean empire

Bibliography:

Roger Crowley, *City of Fortune. How Venice Won and Lost a Naval Empire,* (London Faber and Faber, 2011), chapters 8, 10, 13, 20 e 21.

Jakub J. Grygiel, “The Geostrategy of Venice,” in *Great Powers and Politics* (Baltimore: The Johns Hopkins Press, 2006), pp. 51-87.

SEMINAR #4- The Mongol Empire

Bibliography:

Christopher P. Atwood, *The Secret History of the Mongols* (London: Penguin, 2023)

Jack Weatherford, *Genghis Khan and the Making of the Modern World* (New York: Crown, 2004)

Timothy May, *The Mongol Empire* (Edinburgh University Press, 2018)

SEMINAR # 5 - The Ottoman empire

Bibliography:

Gábor Ágoston, *The Last Muslim Conquest: The Ottoman Empire and Its Wars in Europe* (Princeton University Press, 2021)

Jakub J. Grygiel, “The Geostrategy of the Ottoman Empire” in *Great Powers and Politics*

(Baltimore: The Johns Hopkins Press, 2006), pp. 88-122.

SEMINAR #5 - The Ming Dynasty (1364-1644)

Bibliography:

Arthur Waldron, «Chinese strategy from the fourteenth to the seventeenth centuries», in *The Making of Strategy. Rulers, States and War*, (eds.) Williamson Murray, MacGregor Knox, Alvin Bernstein (Cambridge: Cambridge University Press, 1994), pp. 85-114.

Jakub J. Grygiel, “The Geostrategy of Ming China,” in *Great Powers and Politics* (Baltimore: The Johns Hopkins Press, 2006), pp. 123-163.

John King Fairbank e Merle Goldman, *China, a New History*, (Cambridge, Mass., e Londres: Belknap Press/Harvard University Press, 2006, 2ªEd), pp. 128-142.

SEMINAR #6 - Afonso de Albuquerque, Philip II and Elizabeth I: naval grand strategy

Bibliography:

Geoffrey Parker, “Conclusion: Agent and Structure”, *The Grand Strategy of Philip II* (New Haven: Yale University Press, 1998), pp. 281-296.

Paul Kennedy, ‘The Hapsburg Bid for Mastery, 1519-1659’ and ‘Finance, Geography, and the Winning of Wars, 1660-1815’, in his *The Rise and Fall of the Great Powers: Economic Change and Military Conflict From 1500 to 2000* (New York: Vintage Books, 1987), chapters 2-3, pp. 31-139.

Afonso de Albuquerque, *Cartas para el-rei d. Manuel I* (Lisboa : Sá de Costa, 2010).

Geneviève Bouchon, *O Leão dos Mares da Ásia*, (Lisboa : Quetzal, 2000).

N. A. M. Rodger, *The Safeguard of the Sea. A Naval History of 660-1649* (London: Penguin Books, 2004, Chapter 18, pp. 238-253 and chapter 19, pp. 254-271

Jorge Borges de Macedo, *História Diplomática Portuguesa : Constantes e Linhas de Força*. (Lisboa : Tribuna da História)

Rui Ramos et al, “A Monarquia e as Conquistas (1481-1557),” *História de Portugal*. (Lisboa : Esfera do Livro, 2010), pp. 199-222

SEMINAR #7 – Russia’s state formation and empire

John P. LeDonne, *Forging a Unitary State: Russia's Management of the Eurasian Space 1650-1850* (Toronto: Toronto University Press, 2020)

Orlando Figes, *Natasha’s Dance. A Cultural History of Russia* (London: Picador, 2003)

Alexander Pushkin, *The Captain’s Daughter*, Translated by Natalie Duddington and T. Keane (London: Vintage, 2012)

SEMINAR #8 - Clausewitz and Napoleon’s challenge

Bibliography:

Carl Von Clausewitz, *On War*, edited and translated by Michael Howard and Peter Paret:

Introductory essays by Paret, ‘The Genesis of On War’, pp. 3-28; Howard, ‘The Influence of Clausewitz’, pp. 29-49; and Bernard Brodie, ‘The Continuing Relevance of On War’,.. Author’s Preface, Comments and Notes,

‘On the Nature of War’, book I, chapters 1-8,

‘On the Theory of War’, book II, chapters 1-6,

‘On Strategy in General’, book III, chapters 1-18,

‘The Engagement’, book IV, chapter 11,

‘Military Forces’, book V, chapter 3,

‘Defense’, book VI, chapters 1, 5 , 23 , 27,

‘The Attack’, book VII, chapters 2-5, 22 e

‘War Plans’, book VIII, chapters 1-9.

Beatrice Heuser, “The age and mindset of the Napoleonic paradigm,” in *The Evolution of Strategy. Thinking War from Antiquity to the Present* (Cambridge: Cambridge University Press, 2010, pp. 113-170.

Beatrice Heuser, *Reading Clausewitz* (London: Pimlico, 2002).

Alan Beyerchen, ‘Clausewitz, Nonlinearity, and the Unpredictability of War’, *International Security* 17, N°. 3 (Winter 1992/93), pp. 59-90.

Michael I. Handel, *Masters of War: Classical Strategic Thought*, 2 ed. (London: Frank

Cass, 1996), esp. chapters 2-3.

Werner Hahlweg, 'Clausewitz and Guerrilla Warfare', in Michael I. Handel (ed.), *Clausewitz and Modern Strategy* (London: Frank Cass 1986), pp. 127–33.

SEMINAR # 9 - Abraham Lincoln and the American Civil War

Bibliography:

Donald Stoker, *The Grand Design. Strategy and the U.S. Civil War* (Oxford: Oxford University Press, 2010)

SEMINAR #10 - Bismarck: 1862-1878

Bibliography:

Marcus Jones, "Strategy as character: Bismarck and the Prusso-German question, 1862-1878 in *The Shaping of Grand Strategy*, (eds.) Williamson Murray *et al* (Cambridge: Cambridge University Press 2011), pp. 79-110;

Jonathan Steinberg, *Bismarck. A Life* (Oxford: Oxford University Press, 2011), Caps. 1, 2 e 6-12.

SEMINÁRIO #11 - The Meiji Restoration in Japan

Bibliography:

Mark Ravina, *To Stand With the Nations of the World. Japan's Meiji Restoration in World History* (Oxford: Oxford University Press, 2017)

Ezra Vogel, "Responding to Western Challenges and Reopening Relations, 1839-1882" in *China and Japan. Facing History* (Cambridge: The Belknap Press of Harvard University Press, 2019), pp. 65-99.

SEMINAR #12 - Reflections on the Arts of Leadership and Strategy-Making

Bibliography:

Waller R. Newell, *The Soul of a Leader. Character, Conviction, and Ten Lessons in Political Greatness* (New York: Harper, 2009)

Richard Hart Sinnreich, "Patterns of grand strategy," in *The Shaping of Grand Strategy. Policy, Diplomacy, and War*, (Eds.) Williamson Murray, Richard Hart Sinnreich e James Lacey (Cambridge: Cambridge University Press, 2011), pp. 254-269.

Lawrence Freedman, "The Myth of the Master Strategist" in *Strategy. A History* (Oxford: Oxford University Press, 2013), pp. 237-244.