

Preface

Case Studies in Policy Making and Implementation (PMI) is an executive level text in its sixth edition and is used in a master's degree granting program of study at the Naval War College (NWC). It represents the imagination and creative effort of the PMI faculty here in the National Security Decision Making (NSDM) Department of the NWC, as well as the experiences shared by seminar participants and the leadership of many of the organizations depicted in the case studies.

The PMI curriculum is aimed at a seminar composed of senior and middle level U.S. and international military and governmental leaders, who are already proven performers and are by every standard, already successes in their careers. They are selected for attendance at the NWC, by their organizations and nations, based upon their bright future promise as senior leaders in government and the military. The course, therefore, is designed to increase these senior level leader's understanding of political, organizational, and behavioral phenomena which are relevant to national security decision making at the highest levels of government and the military. To achieve this purpose, the course is comprised of two parts. The first part of the course introduces a framework to consider the factors that influence national level policy decision making. The second part builds upon the first and uses a different framework to consider more directly the challenges of leading and implementing change in large and complex organizations.

The cases in this edition have been significantly updated from previous editions to ensure that students are presented with a broad selection of national policy and organizational change cases that will challenge them to apply course concepts and to develop their own skills of critical analysis. Though the underlying events, issues, and organizational challenges are factual; the cast of characters, their personalities, and relationships have often been fictionalized to enhance readability. Time is compressed and issues are condensed to enhance the educational usefulness of the case study in a program that involves an extensive graduate level reading load.

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