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Managing the Revolution in Military Affairs

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Managing The Revolution In Military Affairs

**Chester A. Crocker, Fen Osler
Hampson, Pamela R. Aall**



Managing The Revolution In Military Affairs:

Managing the Revolution in Military Affairs R. Matthews, J. Treddenick, 2001-08-20 The collapse of the Soviet Union and the end of the Cold War was the catalyst for profound changes in the global security and defence management environment including alterations in the size structure and configuration of the Armed Forces emergence of asymmetrical warfare recognition of the strategic significance of military infosphere embracing all dimensions of the virtual and vertical battlespace emphasis on coalition warfare and defence industrial cooperation and reform of the financial procurement and logistical systems The contributors to this book evaluate these environmental changes within a defence management context

Social Forces and the Revolution in Military Affairs James F. Rochlin, 2007-12-15 In this book Rochlin applies Revolution in Military Affairs theories to explain the various strategic victories and losses for assorted social forces in Colombia and Mexico These countries form the ideal comparative case study with Colombia as an example for RMA from above by the state while Mexico demonstrates RMA from below by civil society

The Influence of Strategic and Organizational Cultures on the Revolution in Military Affairs (Rma) Within the U.S. Army - Analysis of the Interwar Per U. S. Military, Department Of Defense (Dod), Hassan Kamara, 2019-03-07 This study explores the influence of culture on the requirements for a Revolution in Military Affairs RMA It assesses how cultural factors at the strategic and the U S Army organizational levels may affect the changes required for realizing an RMA Defined as a paradigmatic shift in the conduct of military affairs spurred by the confluence of organizational change with new and existing technologies and concepts of operations the RMA has long been a controversial analytical construct This thesis accepts the premise that the history of warfare can be interpreted as a series of RMAs It explores the complex and powerful influence of American strategic culture and the organizational culture of the U S Army on the organizational doctrinal technology funding and other factors vital to the realization of an RMA The study compares the influence of U S strategic and Army organizational culture on the RMA during the interwar period 1919 1941 and the contemporary period since the 2011 withdrawal of U S combat forces from Iraq to highlight similarities and differences that U S military and civilian leaders can learn from to change the paradigm of military affairs in America s favor This compilation includes a reproduction of the 2019 Worldwide Threat Assessment of the U S Intelligence Community I INTRODUCTION A RESEARCH INQUIRY B RESEARCH CHALLENGES C LITERATURE REVIEW 1 Strategic Culture a The First Generation of Literature on Strategic Culture b The Second Generation of Literature on Strategic Culture c The Third Generation of Literature on Strategic Culture 2 Organizational Culture a Approaches to Defining Organizational Culture b Approaches to Studying Culture D U S SECURITY STRATEGY AND U S ARMY TRANSFORMATION 1 The Interwar Period a Strategy b U S Army Transformation 2 Contemporary Period since the Iraq War a Strategy b U S Army Transformation E METHODS AND SOURCES F THESIS ORGANIZATION II INFLUENCE OF INTERWAR CULTURE ON THE REVOLUTION IN MILITARY AFFAIRS A STRATEGIC CULTURE 1 Interwar Era U S Politics Defense Policy and the RMA 2 The American Way

of War and the RMA Interwar Period 3 Force and Diplomacy in U S Foreign Policy and the RMA 4 The National Cognitive Style and the RMA Interwar Era B U S ARMY CULTURE AND THE RMA IN THE INTERWAR PERIOD 1 Army Doctrine Change and the RMA in the Interwar Period 2 Army Organization Change and the RMA in the Interwar Period 3 Army Materiel Change and the RMA in the Interwar Period C CONCLUSION III INFLUENCE OF CONTEMPORARY CULTURE ON THE REVOLUTION IN MILITARY AFFAIRS A STRATEGIC CULTURE AND THE RMA IN THE CONTEMPORARY PERIOD 2011 PRESENT 1 Contemporary U S Politics Defense Policy and the RMA 2 The American Way of War and the RMA 3 Force and Diplomacy in U S Foreign Policy and the RMA 4 The National Cognitive Style and the RMA B U S ARMY CULTURE AND THE RMA IN THE CONTEMPORARY PERIOD 1 Army Doctrine Change and the RMA in the Contemporary Period 2 Army Organization Change and the RMA in the Contemporary Period 3 Army Materiel Change and the RMA in the Contemporary Period C CONCLUSION IV MANAGING CULTURE TO ACHIEVE AN RMA A MANAGING STRATEGIC CULTURE TO ACHIEVE AN RMA 1 U S Politics Defense Policy and the RMA 2 The American Way of War 3 Force and Diplomacy in U S Foreign Policy and the RMA 4 The National Cognitive Style and the RMA B MANAGING ARMY CULTURE IN PURSUIT OF AN RMA V CONCLUSION Yale Journal of International Affairs ,2006 **Defence Management** ,2010-06 Thinking About Revolutions in Military Affairs Williamson Murray,United States. Assistant Secretary of Defense (Public Affairs),1997

The term revolution in military affairs RMA is a buzzword inside the Beltway and among academics interested in defense affairs As Dennis Schowalter noted at a recent conference RMA has replaced TQM total quality management as the acronym of choice among members of the Armed Forces One suspects that much of this enthusiasm which rests upon only the slightest knowledge of the historical record may distort as much as it helps in thinking about military change and innovation Yet one must also admit that military events of late suggest major changes in technology and weapons with substantial implications for conducting war in the next century This article suggests how one might think about RMAs of the past and the implications of the historical record for the future The views reflect the influence comments and thoughts of colleagues in the historical profession First historians have done relatively little work on RMAs Michael Roberts introduced the idea of a single military revolution in his inaugural lecture at Queens University Belfast in 1955 Thereafter until 1991 interest in the military revolution was focused on the 16th and 17th centuries early modern historians argued among themselves about whether there was such a revolution and if so when it occurred and what form it took That debate continues Since the mid 18th century however military historians have concentrated on other issues such as innovation effectiveness adaptation organizational behavior or the bread and butter of the profession battle histories Modern historians quite simply have not been very interested in military revolutions **The Revolution-continued. The establishment of the military monarchy** Theodor Mommsen,William Purdie Dickson,1895 **The Revolution in Military Affairs** Earl H. Tilford (Jr.),1995-06-23 The current Revolution in Military Affairs RMA is taking place against the background of a larger historical

watershed involving the end of the Cold War and the advent of what Alvin and Heidi Toffler have termed the Information Age In this essay Dr Earl Tilford argues that RMAs are driven by more than breakthrough technologies and that while the technological component is important a true revolution in the way military institutions organize equip and train for war and in the way war is itself conducted depends on the confluence of political social and technological factors After an overview of the dynamics of the RMA Dr Tilford makes the case that interservice rivalry and a reintroduction of the managerial ethos this time under the guise of total quality management TQM may be the consequences of this revolution In the final analysis warfare is quintessentially a human endeavor Technology and technologically sophisticated weapons are only means to an end The U S Army along with the other services is embracing the RMA as it downsizes and restructures itself into Force XXI Warfare even on the digitized battlefield is likely to remain unpredictable bloody and horrific Military professionals cannot afford to be anything other than well prepared for whatever challenges lie ahead be it war with an Information Age peer competitor a force of guerrillas out of the Agrarian Age or a band of terrorists using the latest in high tech weaponry While Dr Tilford is optimistic about the prospects for Force XXI what follows is not an unqualified endorsement of the RMA or of the Army s transition to an Information Age force By examining issues and problems that were attendant to previous RMAs Dr Tilford raises questions that ought to be asked by the Army as it moves toward Force XXI Warfare is the author reminds us the most complex of human undertakings and the victors even in the Information Age will be those who as in the past are masters of the art as well as the science of war

Defense White Paper ,2000 Introduction to Defense Acquisition Management ,2001 The Revolution in Military Affairs ,1995

The current Revolution in Military Affairs RMA is taking place against the background of a larger historical watershed involving the end of the Cold War and the advent of what Alvin and Heidi Toffler have termed the Information Age In this essay Dr Earl Tilford argues that RMAs are driven by more than breakthrough technologies and that while the technological component is important a true revolution in the way military institutions organize equip and train for war and in the way war is itself conducted depends on the confluence of political social and technological factors After an overview of the dynamics of the RMA Dr Tilford makes the case that interservice rivalry and a reintroduction of the managerial ethos this time under the guise of total quality management TQM may be the consequences of this revolution In the final analysis warfare is quintessentially a human endeavor Technology and technologically sophisticated weapons are only means to an end The U S Army along with the other services is embracing the RMA as it downsizes and restructures itself into Force XXI Warfare even on the digitized battlefield is likely to remain unpredictable bloody and horrific Military professionals cannot afford to be anything other than well prepared for whatever challenges lie ahead be it war with an Information Age peer competitor a force of guerrillas out of the Agrarian Age or a band of terrorists using the latest in high tech weaponry While Dr Tilford is optimistic about the prospects for Force XXI what follows is not an unqualified endorsement of the RMA or of the Army s transition to an Information Age force **Strategic**

Management of Military Capabilities ,2013 In preparing for the future which is the core exercise of strategic management it is essential for a country to anticipate and assess various risks that could arise and to realize disruptive innovations ahead of others that would reverse the position of advantage between their country and others The possible ways to accomplish these goals would include investing limited resources selectively and intensively into areas expected to grow in the future procuring from abroad resources that are too scarce domestically for achieving declared goals and deliberately establishing a system that would make an organization and its functions change daily in order to speedily cope with changes in environment and competitive conditions This expertise is already established in the study of management how to apply it to processes of operating military organizations and of setting military strategies are the themes of strategic management

The Revolution in Military Affairs Earl Tilford,2013-04-03 A characteristic of the American way of war is our fascination with technology and the search for that technological silver bullet that will deliver victory quickly and with a minimum of loss of life The current Revolution in Military Affairs RMA is driven by rapid technological advance fostered by the advent of the microprocessor and by decreased defense spending It operates against the background of a historical watershed brought about by the end of the Cold War The RMA has been embraced by all the United States military services especially the Air Force and the Army As the Army downsizes it is seeking to change itself into Force XXI a strategic force trained and ready to fight and win the nation s wars in the 21st century That we are in the midst of a true revolution in military affairs is evident What it may mean for the Army and the nation is not so evident This monograph outlines where the Army is going as it seeks to define change rather than be defined by change It also looks to the past to ask what have been the results of change during past RMAs Accelerated interservice rivalries and over reliance on management systems marked the last RMA one driven by the advent of atomic weapons at the end of World War II and the relatively stable and sparse defense budgets of the 1950s The author argues that the consequence of interservice rivalry and the institutionalization of the managerial ethos was defeat in Vietnam Finally the author warns against becoming so entranced with the sophisticated technologies of the RMA that we lose both our grounding in strategic thinking and our basic warrior skills To do so could be potentially disastrous when two peer competitor forces meet on the 21st century battlefield and quite possibly cancel each other out electronically Then it will be the side which is able to fight at the lower gut level of warfare that will prevail **On the**

Development of China's Information Technology Industry Jiang Zemin,2009-11-13 In the early 1980 s Jiang Zemin then Minister of Electronics Ministry of China assessed the IT industry as the strategic high ground in international competition He perceived the discrepancy between China s level and the world s advanced level was so great that we had to do our utmost to catch up Since then through numerous articles and frequent speeches he has drawn up a detailed technological and policy roadmap for doing exactly that This volume collects over 25 pieces written over more than 20 years It demonstrates the former president of China s authority and insight into the development of China s IT industry since the

introduction of reforms and the cutting edge issues experienced throughout the global IT industry Jiang's ambitious goal is the transformation of China into a leader in the global IT industry by 2020 This volume offers IT industry analysts China watchers policy makers and advisors IT researchers and investors a singular and authoritative view on how China should get there Establishes key measurements for the development of China's IT industry Sets forth the priorities for government and industry Identifies opportunities for interrelating military and civilian R D and applications Reveals key obstacles to progress and directives for overcoming them Sets out an R D agenda for industry Names the core industry sectors for government and industry investment Identifies opportunities and the necessity for international collaboration Establishes the need to develop China's own IPR and to respect and protect others IPR **Managing Global Chaos** Fen Osler Hampson,1996 **The**

Revolution in Military Affairs: Prospects and Cautions Earl H., Earl H Tilford, Jr.,2013-01-28 A characteristic of the American way of war is our fascination with technology and the search for that technological silver bullet that will deliver victory quickly and with a minimum of loss of life The current Revolution in Military Affairs RMA is driven by rapid technological advance fostered by the advent of the microprocessor and by decreased defense spending It operates against the background of a historical watershed brought about by the end of the Cold War The RMA has been embraced by all the United States military services especially the Air Force and the Army As the Army downsizes it is seeking to change itself into Force XXI a strategic force trained and ready to fight and win the nation's wars in the 21st century That we are in the midst of a true revolution in military affairs is evident What it may mean for the Army and the nation is not so evident This monograph outlines where the Army is going as it seeks to define change rather than be defined by change It also looks to the past to ask what have been the results of change during past RMAs Accelerated interservice rivalries and over reliance on management systems marked the last RMA one driven by the advent of atomic weapons at the end of World War II and the relatively stable and sparse defense budgets of the 1950s The author argues that the consequence of interservice rivalry and the institutionalization of the managerial ethos was defeat in Vietnam Finally the author warns against becoming so entranced with the sophisticated technologies of the RMA that we lose both our grounding in strategic thinking and our basic warrior skills To do so could be potentially disastrous when two peer competitor forces meet on the 21st century battlefield and quite possibly cancel each other out electronically Then it will be the side which is able to fight at the lower gut level of warfare that will prevail War College Journal ,2005 **Managing Global Chaos** Chester A. Crocker,Fen Osler

Hampson,Pamela R. Aall,1996 Comprises the proceedings of the the November 1995 MRS meeting held in Boston on the subject of electrically based microstructural characterization the first time that the application of electrical measurements for the detection of microstructural features at all length scales atomic to macroscopic was the focus of a symposium of the MRS The 55 papers are divided into eight topic areas advances in experimental techniques and applications advances in interpretation of frequency dependence characterization of defects composition and structure profiling electrode effects

grain boundary effects composites and porous materials Annotation copyrighted by Book News Inc Portland OR Another View of the Revolution in Military Affairs Jeffrey R. Cooper, 1994 In April 1994 the Army War College and the Strategic Studies Institute hosted the Fifth Annual Strategy Conference The theme of this year's conference was The Revolution in Military Affairs RMA Defining an Army for the 21st Century Jeffrey R Cooper presented the following paper as part of an opening panel which sought to define the RMA He urges defense planners to determine what strategic as opposed to operational benefits might be derived from the RMA He contends that making the internal reforms that will be required will be as challenging as coming to terms with the operational and strategic implications of the new technologies The first requirement is to understand the parameters and dynamics of this particular revolution in military affairs Mr Cooper puts the RMA in historical perspective by discussing the relationships among technology socioeconomic and political change and their implications for warfare during the Napoleonic era the mid 19th century and World Wars I and II He argues that in the past dramatic technological change affected warfare in different ways Mr Cooper warns that by using the RMA to define a technical legacy we make three errors First such an approach could lead to a fruitless search for a silver bullet technology on which to build the RMA Second the focus on technology could shift attention away from the critical issues of purpose strategy doctrine operational innovation and organizational adaptation Finally committing the first two errors will compound the problem by wasting very scarce defense resources on new programs and projects which may have little or nothing to do with the strategic situation Military professionals and defense planners alike need to remind themselves that while technology can provide new capabilities the strategic equation is not necessarily driven by technological innovation **Daily Report** ,1996

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