

Strategic Theory For The 21st Century Us Army War College

This book offers an overview of space strategy in the 21st century. The purpose of space strategy is to coordinate, integrate, and prioritize space activities across security, commercial, and civil sectors. Without strategy, space activities continue to provide value, but it becomes difficult to identify and execute long-term programs and projects and to optimize the use of space for security, economic, civil, and environmental ends. Strategy is essential for all these ends since dependence on, and use of, space is accelerating globally and space is integrated in the fabric of activities across all sectors and uses. This volume identifies a number of areas of concern pertinent to the development of national space strategy, including: Intellectual foundations; political challenges; international cooperation and space governance; space assurance and political, organizational, and management aspects specific to security space strategy. The contributing authors expand their focus beyond that of the United States, and explore and analyse the international dimension. This book will be of interest to students of space power and politics, strategic studies, foreign policy and international relations in general.

This book argues that Europe, through the European Union (EU), should act as a great power in the 21st century. The course of world politics is determined by the interaction between great powers. Those powers are the US, the established power; Russia, the declining power; China, the rising power; and the EU, the power that doesn't know whether it wants to be a power. If the EU does not just want to undergo the policies of the other powers it will have to become one itself, but it should differ in its strategy. In this book, Sven Bishop seeks to demonstrate that the EU has the means to pursue a distinctive great power strategy, a middle way between dreamy idealism and unprincipled pragmatism, and can play a crucial stabilizing role in this increasingly unstable world. Written by a leading scholar, this book will be of much interest to students of European security, EU policy, strategic studies and international relations.

The second edition of Strategic Studies: A Reader brings together key essays on strategic theory by some of the leading contributors to the field. This revised volume contains several new essays and updated introductions to each section. The volume comprises hard-to-find classics in the field as well as the latest scholarship. The aim is to provide students with a wide-ranging survey of the key issues in strategic studies, and to provide an introduction to the main ideas and themes in the field. The book contains six extensive sections, each of which is prefaced by a short introductory essay: The Uses of Strategic Theory Interpretation of the Classics Instruments of War, Intelligence and Deception Nuclear Strategy Irregular Warfare and Small Wars Future Warfare, Future Strategy Overall, this volume strikes a balance between theoretical works, which seek to discover generalisations about the nature of modern strategy, and case studies, which attempt to ground the study of strategy in the realities of modern war. This new edition will be essential reading for all students of strategic studies, security studies, military history and war studies, as well as for professional military college students. Develops a value-based theory of the firm specifically aimed at strategic decision-making. The Future of Strategy

European Strategy in the 21st Century
Toward an American Theory of Special Operations - Building and Sustaining a Special Operations Force
Teaching Strategy for 21st Century Conflict
Strategic Planning, Policy and Predictions
Strategic Art

Case Studies in Special Operations Warfare: Theory and Practice

This paper is an appeal to strategists to match the success in the development of operational art and joint doctrine with an equally comprehensive approach to strategic art as a distinct discipline that every strategic leader must master.

Leadership, adaptability, value creation. These are the skills necessary for tomorrow's managers. Allen Amason approaches the topic of strategic management with these traits in mind. Rather than simply teaching theory and research, he seeks to communicate to them the fundamental keys to how strategy works. This book is designed to help students think critically and understand fully how to strategically manage their future firms. In so doing, it will enable them to adapt and learn, even as their circumstances change; to apply sound logic and reasoning, even in new and unfamiliar settings. By conveying enduring and fundamental principles of economic and human behavior rather than simply reporting on the latest innovations, this book succeeds in preparing students to excel in the business environment over time, regardless of how it evolves.

All would-be strategists would benefit by some formal education. However, for education in strategy to be well-directed, it needs to rest upon sound assumptions concerning the eternal nature yet ever shifting character, meaning, and function of strategy, as well as the range of behaviors required for effective strategic performance. The author emphasizes the necessity for strategic education to help develop the strategic approach, the way of thinking that can solve or illuminate strategic problems. He advises that such education should not strive for a spurious relevance by presenting a military variant of current affairs. The author believes that the strategist will perform better in today's world if he has mastered and can employ strategy's general theory. This open access volume surveys the state of the field to examine whether a fifth wave of deterrence theory is emerging. Bringing together insights from world-leading experts from three continents, the volume identifies the most pressing strategic challenges, frames theoretical concepts, and describes new strategies. The use and utility of deterrence in today's strategic environment is a topic of paramount concern to scholars, strategists and policymakers. Ours is a period of considerable strategic turbulence, which in recent years has featured a renewed emphasis on nuclear weapons used in defence postures across different theatres; a dramatic growth in the scale of military cyber capabilities and the frequency with which these are used; and rapid technological progress including the proliferation of long-range strike and unmanned systems. These military-strategic developments occur in a polarized international system, where cooperation between leading powers on arms control regimes is breaking down, states widely make use of hybrid conflict strategies, and the number of internationalized intrastate proxy conflicts has quintupled over the past two decades. Contemporary conflict actors exploit a wider gamut of coercive instruments, which they apply across a wider range of domains. The prevalence of multi-domain coercion across but also beyond traditional dimensions of armed conflict raises an important question: what does effective deterrence look like in the 21st century? Answering that question requires a re-appraisal of key theoretical concepts and dominant strategies of Western and non-Western actors in order to assess how they hold up in today's world. Air Commodore Professor Dr. Frans Osinga is the Chair of the War Studies Department of the Netherlands Defence Academy and the Special Chair in War Studies at the University Leiden. Dr. Tim Swijts is the Director of Research at The Hague Centre for Strategic Studies and a Research Fellow at the Faculty of Military Sciences of the Netherlands Defence Academy in Breda.

The Strategic Theory of John Boyd
Military Strategy of Small States
Hard Power and Soft Power: The Utility of Military Force as an Instrument of Policy in the 21st Century
Great Powers and Strategic Stability in the 21st Century

Theory to Practice
Behavioral Game Theory
Handbook of Strategies and Strategic Processing provides a state-of-the-art synthesis of conceptual, measurement, and analytical issues regarding learning strategies and strategic processing. Contributions by educational psychology experts present the clearest-yet definition of this essential and quickly evolving component of numerous theoretical frameworks that operate across academic domains. This volume addresses the most current research and theory on the nature of strategies and performance, mechanisms for unearthing individuals' strategic behaviors, and both long-established and emerging techniques for data analysis and interpretation.

Game theory, the formalized study of strategy, began in the 1940s by asking how emotionless geniuses should play games, but ignored until recently how average people with emotions and limited foresight actually play games. This book marks the first substantial and authoritative effort to close this gap. Colin Camerer, one of the field's leading figures, uses psychological principles and hundreds of experiments to develop mathematical theories of reciprocity, limited strategizing, and learning, which help predict what real people and companies do in strategic situations. Unifying a wealth of information from ongoing studies in strategic behavior, he takes the experimental science of behavioral economics a major step forward. He does so in lucid, friendly prose. Behavioral game theory has three ingredients that come clearly into focus in this book: mathematical theories of how moral obligation and conscience affect the way people bargain and trust each other; a theory of how limits in the brain constrain the number of steps of "I think he thinks..." reasoning people naturally do; and a theory of how people learn from experience to make better strategic decisions. Strategic interactions that can be explained by behavioral game theory include bargaining, games of bluffing as in sports and poker, strikes, how conventions help coordinate a joint activity, price competition and patent races, and building up reputations for trustworthiness or ruthlessness in business or life. While there are many books on standard game theory that address the way ideally rational actors operate, Behavioral Game Theory stands alone in blending experimental evidence and psychology in a mathematical theory of normal strategic behavior. It is must reading for anyone who seeks a more complete understanding of strategic thinking, from professional economists to scholars and students of economics, management studies, psychology, political science, anthropology, and biology.

The word "strategy" pervades American conversation and our news media and is most often used as a general term for a plan, a concept, a course of action, or a "vision" of the direction in which to proceed at the personal, organizational, and governmental-local, state, or federal-levels. Such casual use of the term to describe nothing more than "what we would like to do next" is inappropriate and belies the complexity of true strategy and strategic thinking. This "little book" talks about big strategy, strategy at the highest levels of the nation-state. It is applicable to grand strategy, national security strategy, national military strategy, and regional or theater strategy. The monograph does not propose a strategy for the United States; rather, it provides a framework for considering strategy at any of the levels mentioned above. It is an examination of theory, exploring those aspects of strategy that appear to have universal application. The theory also may have application to the strategy of nonstate actors, institutions, and businesses, but the explicit purpose and perspective offered herein focus on the nation-state.

Since its original publication in 2000, Game Theory Evolving has been considered the best textbook on evolutionary game theory. This completely revised and updated second edition of Game Theory Evolving contains new material and shows students how to apply game theory to model human behavior in ways that reflect the social nature of society and individuality. The textbook continues its in-depth look at cooperation in teams, agent-based simulations, experimental economics, the evolution and diffusion of preferences, and the connection between biology and economics. Recognizing that students learn by doing, the textbook introduces principles through practice. Herbert Gintis excites students to the techniques and applications of game theory through a wealth of sophisticated and surprisingly fun-to-solve problems involving human and animal behavior. The second edition includes solutions to the problems presented and information related to agent-based modeling. In addition, the textbook incorporates instruction in using mathematical software to solve complex problems. Game Theory Evolving is perfect for graduate and upper-level undergraduate economics students, and is a terrific introduction for ambitious do-it-yourselfers throughout the behavioral sciences. Revised and updated edition relevant for courses across disciplines Perfect for graduate and upper-level undergraduate economics courses Solutions to problems presented throughout Incorporates instruction in using computational software for complex problem solving Includes in-depth discussions of agent-based modeling

Strategy and the National Security Professional
The New Discipline for 21st Century Leaders
Deterrence in the 21st Century—Insights from Theory and Practice
Zones of Consensus and Zones of Conflict
Experiments in Strategic Interaction
Strategic Thinking and Strategy Formulation in the 21st Century
Strategic Regions in 21st Century Power Politics

Resource wars, identity conflicts, disinformation, geopolitical rivalries, global power shifts, and an increasing number of non-state actors, make it difficult to analyse contemporary international relations. At the same time, contemporary power rivalries are increasingly affected by currency wars, economic diplomacy, competitive intelligence, economic warfare, indirect strategies, and state capitalism. The events in Ukraine in Spring 2014 reconfirm that Thomas Friedman's flattering of the world (based on the coincidence of the collapse of the Berlin Wall and the emergence of Netscape and the Web; worklow and outsourcing; offshoring; supply-chaining; insourcing; in-forming; and 'steroids' like Facebook and Instagram) goes hand in hand with the fact that, as postulated by Robert Kaplan, geography still matters in a global world. Globalization exists because of local processes, and local processes are ultimately shaped by globalization. Geography remains among the primary factors shaping a country's foreign policy. This book addresses the most fundamental geopolitical issues observable in a region where the "great game" of geopolitics is particularly still alive – in East- and South-East Asia. The contemporary geopolitical situation in this part of the world is far from stable: the width and depth of economic integration in the region resonates with the nature of political relations, crises in the global financial system, climate change, and the regional security architecture inherited from the Cold-War era. In terms of power relations, the particular changes in the region's status quo imply an immediate intensification of the PRC's activities within the framework of political and security dialogue with its direct neighbors, ultimately leading to a rivalry between China and the United States. The studies presented in this book largely focus on East- and South-East Asian actors and problems, while studies of the situation in other global regions enrich the research by adding a global dimension to the study of regional geopolitical affairs.

Deterrence remains a primary doctrine for dealing with the threat of nuclear weapons in the 21st century. The author reviews the history of nuclear deterrence and calls for a renewed intellectual effort to address the relevance of concepts such as first strike, escalation, extended deterrence, and other Cold War-era strategies in today's complex world of additional superpowers, smaller nuclear powers, and nonstate actors.

John Boyd is often known exclusively for the so-called "OODA" loop model he developed. This model refers to a decision-making process and to the idea that military victory goes to the side that can complete the cycle from observation to action the fastest. This book aims to review this state of affairs and re-examines John Boyd's original contribution to strategic theory. By highlighting diverse sources that shaped Boyd's thinking, and by offering a comprehensive overview of Boyd's work, this volume demonstrates that the common interpretation of the meaning of Boyd's OODA loop concept is incomplete. It also shows that Boyd's work is much more comprehensive, richer and deeper than is generally thought. With his ideas featuring in the literature on Network Centric Warfare, a key element of the US and NATO's so-called "military transformation" programmes, as well as in the debate on Fourth Generation Warfare, Boyd continues to exert a strong influence on Western military thinking. Dr Osinga demonstrates how Boyd's work can help us to understand the new strategic threats in the post- 9/11 world, and establishes why John Boyd should be regarded as one of the most important (post)modern strategic theorists.

Written from a U.S. perspective, it helps the reader understand the internal and external aspects of the strategic environment that make strategy formulation and execution so difficult for the nation state, particularly in a democracy

Strategic Denial and Deception
Theory, History, and Practice
Schools for Strategy: Teaching Strategy for 21st Century Conflict
Strategic Studies
Strategic Leadership Models and Theories
Space Strategy in the 21st Century
Competitive Strategies for the 21st Century

Covering both practical and theoretical aspects of strategic management, this three-volume work brings the complex topic down to earth and enables readers to gain competitive business advantages in their marketplace.

At a time when some corporate women leaders are advocating for their aspiring sisters to "lean in" for a bigger piece of the existing pie, this book puts the spotlight on the deep structures of organizational culture that hold gender inequality in place. Gender at Work: Theory and Practice for 21st Century Organizations makes a compelling case that transforming the unspoken, informal institutional norms that perpetuate gender inequality in organizations is key to achieving gender equitable outcomes for all. The book is based on the authors' interviews with 30 leaders who broke new ground on gender equality in organizations, international case studies crafted from consultations and organizational evaluations, and lessons from nearly fifteen years of experience of Gender at Work, a learning collaborative of 30 gender equality experts. From the Dalit women's groups in India who fought structural discrimination in the largest 'right to work' program in the world, to the intrepid activists who challenged the powerful members of the UN Security Council to define mass rape as a tactic of war, the trajectories and analysis in this book will inspire readers to understand and chip away at the deep structures of gender discrimination in organizational policies, practices and outcomes. Designed for practitioners, policy makers, donors, students and researchers looking at gender, development and organizational change, this book offers readers a widely tested tool of analysis – the Gender at Work Analytical Framework – to assess the often invisible structures of gender bias in organizations and to map desired strategies and change processes.

This book uses the 21st Century Foundations series format to re-introduce to the military community the writings of General Thomas S. Power, the third Commander-in-Chief of the Strategic Air Command (SAC). His unappreciated works contain many insights into military topics such as technology and the arms race, the nature of deterrence, and the military utility of space. Unifying all of these writings was Power's quest to maintain nuclear superiority over the Soviet Union. Although Power is considered a quintessential Cold Warrior, his ideas are timely considering today's challenges of re-formatting the morale and technology of U.S. strategic forces in the wake of foreign advances, discerning what deterrence means in the "Second Nuclear Age," and planning the future of space and cyber power.

"This book provides vital insights into the elements of strategy and their application to media firms. Solidly grounded in theory but not pedantic, it is essential reading for those who make or wish to comprehend choices of media companies." - Robert Picard, University of Jönköping "Insightful, contextually analytical, yet easy to comprehend, Strategic Management in the Media successfully applies the adaptive and interpretative areas of strategic theory in the media sectors. It provides a unique perspective in which common themes linking media strategy and industry environment are thoughtfully discussed." - Sylvia M. Chan-Olmsted, University of Florida "...an invaluable asset for students of media management. The use of pertinent examples and case studies throughout brings the analysis to life and contributes to a highly readable introduction." - Gillian Doyle, University of Glasgow This book is a comprehensive, accessible and expert introduction to strategy within a media management context. It is divided into two parts - part one provides an introduction to and overview of the media industry from a strategic management perspective, looking in detail at the sectors that together comprise the industry - newspaper, book and magazine publishing, music, radio and television - and the strategic forces at work in each. This provides the foundation for part two, which analyses a number of strategic topics central to the media sector, such as technological change, organisational structure, leadership, and creativity and innovation. The chapters follow the same structure: the relevant theory is outlined, its application to the media industry is discussed, and case studies from the media industry are used to illustrate the theory and illuminate its relevance for the media field. The cases and examples used come from all sectors of the industry and a range of geographic regions and include News Corporation, Endemol, BBC, Bertelsmann, CNN, MTV, Disney and Pixar.

A Reader
Operational Art and Strategic Prophecy for the Modern Era
Science, Strategy and War

Economic Value Analysis
21st Century Power

Theory and Policy
Military Strategy in the 21st Century

In this concise JSOU monograph, Dr. Rich Yarger considers the 21st century security environment, previous work on special operations theory, and various other perspectives of SOF gleaned from his research to synthesize an American SOF school of thought, which he argues provides a foundation for developing an American special operations theory for the 21st century. He offers definitions, premises, and principles that explain modern American special operations over the last 70 years and can serve SOF well into the future. Based on his research, he identifies major areas of concern for SOF leadership. As USSOCOM confronts the challenges offered by the 21st century and policymakers continue to look at SOF as a preferred means to address numerous and complex security issues, theory is essential in determining and explaining the appropriate roles and missions for SOF in the 21st century and for building and sustaining the forces. It explains the strategic utility of SOF, bolsters the strategic art within SOF, and informs doctrine. This monograph offers a basis toward such a theory. The timing for advancing a comprehensive theory of American special operations could not be more opportune for several reasons. First, with over 70 years of modern history, the American SOF reputation has never stood higher in the esteem of the public and policymakers. In the last two decades special operations have taken on a greater role in national defense, and policymakers and strategists have found utility in the kind of military power SOF projects. Such recognition is a double-edged sword. The nation has been confronted with significant challenges in the first half of the 21st century that have already strained the capacity of the United States and its strategic partners to deal with them. Policymakers and the 2012 Defense Strategy are correct to recognize the relevance of SOF to these threats and opportunities, but in advocating the greater use of special operations they clearly do not grasp what the SOF Truths imply about SOF capacity.5 As a result, U.S. Special Operations Command (USSOCOM) must parley the hard-earned esteem won by special operators over the past decade to build the force for the future while advising policymakers and senior military decision makers on how best to use a qualitatively constrained SOF capacity. Concurrently, a number of people question whether the greatest strategic utility is being made of SOF power.6 This is not a questioning of SOF personnel's efforts, but a genuine concern about how unique and limited capabilities are used, or not used, and how they might best be used in the future. A unified theory would inform how best to wield the SOF sword. Second, under USSOCOM, SOF have matured into a discrete military force with many of the distinguishing characteristics that define a separate service. Theories and schools of thought explain how each service fits into the nation's security, sets the parameters for roles and missions, lays the basis for a strategic art, and informs doctrine and the professional development of the force. In the past, SOF have relied on mentoring, on-the-job experience, a limited doctrine, and a high degree of flexibility and adaptability. Notwithstanding the great need for and value of the latter, a theory and school of thought advise perspective for strategy, mission planning, and improvising when in contact with the enemy, significantly shortening and lowering the cost of the learning curve at all levels of war.

vice Adm. William H. McRaven helped to design the strategy for how to bring down Osama bin Laden, and commanded the courageous U.S. military unit that carried it out on May 1, 2011, ending one of the greatest manhunts in history. In Spec Ops, a well-organized and deeply researched study, McRaven analyzes eight classic special operations. Six are from WWII: the German commando raid on the Belgian fort Eben Emael (1940); the Italian torpedo attack on the Alexandria harbor (1941); the British commando raid on Nazaire, France (1942); the German glider rescue of Benito Mussolini (1943); the British midget-submarine attack on the Tirpitz (1943); and the U.S. Ranger rescue mission at the Cabanatuan POW camp in the Philippines (1945). The two post-WWII examples are the U.S. Army raid on the Son Tay POW camp in North Vietnam (1970) and the Israeli rescue of the skyjacked hostages in Entebbe, Uganda (1976). McRaven—who commands a U.S. Navy SEAL team—pinpoints six essential principles of "spec ops" success: simplicity, security, repetition, surprise, speed and purpose. For each, he provides a historical, political, and military context, a meticulous reconstruction of the mission itself and an analysis of the operation in relation to his six principles. McRaven deems the Son Tay raid "the best modern example of a successful spec op [which] should be considered textbook material for future missions." His own book is an instructive workpiece for future missions." His own book is an instructive workpiece for students of the military arts. Maps, photos.

Military Strategy in the 21st Century explores military strategy and the new challenges facing Western democracies in the twenty-first century, including strategy in cyber operations and peacekeeping, challenges for civil-military relations, and the strategic choices of great powers and small states. The volume contributes to a better understanding of military strategy in the twenty-first century, through exploring strategy from three perspectives: first, the study of strategy, and how our understanding of strategy has changed over time; second, new areas for strategic theory, such as peacekeeping and cyberspace; and third, the makers of strategy, and why states choose suboptimal strategies. With the increasing number of threats challenging strategy makers, such as great power rivalry, terrorism, intrastate wars, and transnational criminal organisations, Military Strategy in the 21st Century will be of great value to scholars of IR, Security Studies, Strategic Studies, and War Studies as well as policymakers and practitioners working with military strategy in particular and international security and war in general. The chapters were originally published as a special issue of the Journal of Strategic Studies.

For years, the Marine Corps has touted the prescience of Lt. Col. "Pete" Ellis, USMC, who predicted in 1921 that the United States would fight Japan and how the Pacific Theater would be won. Now the works of the "amphibious prophet" are collected together for the first time. Included are Ellis' essays on naval and amphibious operations that the U.S. Navy and Marine Corps would use to win the war against Imperial Japan, as well as his articles about counterinsurgency and conventional war based on his experiences in the Philippines and in Europe during World War I. As the United States focuses on the Pacific once again, Friedman presents Ellis' ideas as a case study to inform current policymakers about the dynamics of strategy and warfare across the vast reaches of the Pacific. This collection reveals Ellis to be a thinker who was ahead of his time in identifying concepts the U.S. military struggles with even today.

Strategic Management in the 21st Century [3 volumes]

Competing Visions of World Order
Strategic Theory for the 21st Century: The Little Book on Big Strategy
Spec Ops

The Twenty-First Century Challenge
Game Theory Evolving

Lessons from the Cold War for a New Era of Strategic Piracy

The U.S. today faces the most complex and challenging security environment in recent memory—even as it deals with growing constraints on its ability to respond to threats. Its most consequential challenge is the rise of China, which increasingly has the capability to deny the U.S. access to areas of vital national interest and to undermine alliances that have underpinned regional stability for over half a century. Thus, the time is right for the U.S. to adopt a long-term strategy for dealing with China: one that includes but is not limited to military means, and that fully includes U.S. allies in the region. This book uses the theory and practice of peacetime great-power strategic competition to derive recommendations for just such a strategy. After examining the theory of peacetime strategic competition, it assesses the U.S.-China military balance in depth, considers the role of America's allies in the region, and explores strategies that the U.S. could adopt to improve its position relative to China over the long term.

Does foreign denial and deception threaten the interests of contemporary democracies? Strategic denial and deception (D&D) has emerged as a little understood challenge to security in general, and the intelligence community in particular. To gain advantages, adversaries seek to deny critical information about their own activities and capabilities, and to deceive foreign governments. In recent years, Iraq, India, Somalia, Colombian criminal groups, and terrorists, for example, have all used D&D successfully against the United States. Denial and deception is a low cost, potentially high impact to level political, military, and economic playing fields, particularly against strong opponents.Concerns about the threat of denial and deception have waxed and waned since the end of World War II. Sometimes it shaped assessments about the former Soviet Union, for example. At other times, such as the end of the Cold War, such threats appear to fade into insignificance. This volume considers whether globalization, proliferating communication technologies, and the dissemination of vast amounts of information make effective foreign denial and deception more or less likely. Contributors also examine whether more information and data sources make policymakers better informed or simply create confusion.Drawing on lessons learned from historical experiences, the authors propose ways to minimize future challenges. Chapters include ""Elements of Strategic Denial and Deception,"" by Abram Shulsky. ""Conditions Making for Success and Failure of D&D,"" by Barton Whaley. ""Conditions Making for Success and Failure of D&D,"" by M.R.D. Foot. ""Conditions Making for Success and Failure of D&D,"" by J. Bowyer Bell. ""Arms Control,"" by Lynn M. Hansen. and ""Prescription: Detecting Deception-Practice, Practitioners, and Theory,"" by Barton Whaley and Jeffrey Busby.While there are previous books about celebrated D&D cases, from Troy to Pearl Harbor and D-Day, no work attempts to assess how these instruments o

This book addresses the issue of grand strategic stability in the 21st century, and examines the role of the key centres of global power - US, EU, Russia, China and India - in managing contemporary strategic threats. This edited volume examines the cooperative and conflictual capacity of Great Powers to manage increasingly interconnected strategic threats (not least, terrorism and political extremism, WMD proliferation, fragile states, regional crises and conflict and the energy-climate nexus) in the 21st century. The contributors question whether global order will increasingly be characterised by a predictable interdependent one-world system, as strategic threats create interest-based incentives and functional benefits. The work moves on to argue that the operational concept of world order is a Concert of Great Powers directing a new institutional order, norms and regimes whose combination is strategic-threat specific, regionally sensitive, loosely organized, inclusive of major states (not least Brazil, Turkey, South Africa and Indonesia). Leadership can be singular, collective or coalition-based and this will characterise the nature of strategic stability and world order in the 21st century. This book will be of much interest to students of international security, grand strategy, foreign policy and IR. Graeme P. Herd is Co-Director of the International Training Course in Security Policy at the Geneva Centre for Security Policy (GCSP). He is co-author of several books and co-editor of The Ideological War on Terror: World Wide Strategies for Counter Terrorism (2007). Soft Security Threats and European Security (2005). Security Dynamics of the former Soviet Bloc (2003) and Russia and the Regions: Strength through Weakness (2003).

Strategy is not a modern invention. It is an essential and enduring feature of human history that is here to stay. In this original essay, Colin S. Gray, world-renowned scholar of strategic thought, discusses the meaning of strategy and its importance for politicians and the military as a means of achieving desired outcomes in complex, uncertain conditions. Drawing on a wide range of examples from the Great Peloponnesian War to the Second World War, Vietnam, and the ongoing conflict in Iraq and Afghanistan, Gray ably shows how great military thinkers of the past and present have acted strategically in their various ideological, political, geographical and cultural contexts. Looking to the future, he argues that strategy will continue to provide a vital tool-kit for survival and security, but that the global threat posed by nuclear weapons remains an on-going challenge without obvious practical solutions. As Gray boldly asserts, there is no promised land ahead, only the dangerous times that will require us to master the theory and practice of strategy to secure our own future.

Strategic Theory for the 21st Century
21st Century Complete Guide to the U.S. Army Strategic Studies Institute
New Future for Old Power

21st Century SOF
21st Century Ellis
Gender at Work

Nuclear Deterrence in the 21st Century
This student-focused text provides an emphasis on skills development. Packed with real-life examples of what can go wrong with even the most well-conceived strategies, there is a focus on realism throughout. With a highly accessible writing style, this text it is an invaluable learning tool for all students in this area. While the United States and its allies put their military focus on the post-9/11 challenges of counter-terrorism and counter-insurgency, Russia and China put their military focus onto the United States and the risks of regional wars that they came to believe they might have to fight against the United States. Their first priority was to put their intellectual houses in order—that is, to adapt military thought and strategic planning to the new problem. The result is a set of ideas about how to bring the United States and its allies to a "culminating point" where they choose to no longer run the costs and risks of continued war. This is the "red theory of victory." Beginning in the second presidential term of Obama administration, the U.S. military focus began to shift, driven by rising Russian and Chinese military assertiveness and outspoken opposition to the regional security orders on their peripheries. But U.S. military thought has been slow to catch up. As a recent bipartisan congressional commission concluded, the U.S. intellectual house is dangerously out of order for this new strategic problem. There is no Blue theory of victory. Such a theory should explain how the United States and its allies can strip away the confidence of leaders in Moscow and Beijing (and Pyongyang) in their "escalation calculus"—that is, that they will judge the costs too high, and the benefits too low, and the risks incalculable. To develop, improve, and implement the needed new concepts requires a broad campaign of activities by the United States and full partnership with its allies.

A collection of Strategic Studies Institute publications for the years 1993-2002, including topics such as regional studies, strategic futures / emerging concepts, defense transformation, terrorism, leadership, national security policy, military strategy, and strategic theory.

This is a book about strategy and war fighting. It contains 11 essays which examine topics such as military operations against a well-armed rogue state, the potential of parallel warfare strategy for different kinds of states, the revolutionary potential of information warfare, the lethal possibilities of biological warfare and the elements of an ongoing revolution in military affairs. The purpose of the book is to focus attention on the operational problems, enemy strategies and threat that will confront U.S. national security decision makers in the twenty-first century.

Indian Perspectives

From Theory to Practice

Theory and Application

Strategic Management in the Media

Responding to External Shocks of the 21st Century

Strategic Management

Handbook of Strategies and Strategic Processing

This book analyses China's maritime strategy for the 21st century, integrating strategic planning, policy thinking and strategic prediction. This book explains the construction and application of China's military, political, economic and diplomatic means for building maritime power, and predicts the future of China's maritime power by 2049, as well as development trends in global maritime politics. It explores both the strengths and the limitations of President Xi's 'Maritime Dream' and provides a candid assessment of the likely future balance at sea between China and the United States. This volume explains and discusses China's claims and intentions in the East and South China Seas and makes some recommendations for China's future policy that will lessen the chance of conflict with the United States and its closer neighbors. This book will be of much interest to students of maritime strategy, naval studies, Chinese politics and International Relations in general.

Strategy for the nation-state is neither simple nor easy. Good strategy demands much of the military professional whether he is formulating, articulating, evaluating, or executing strategy. Few do it well. It requires the professional to step out of the planning mindset and adopt one more suited for the strategic environment. This is particularly true in periods of great change and turmoil when a successful military strategy must be closely integrated with and may depend on other national strategies of the interagency community. A theory of strategy helps in this transition by educating the professional and disciplining his thinking in any of his roles. This monograph advances a theory of strategy that provides essential terminology and definitions, explanations of the underlying assumptions and premises, and substantive hypotheses that explain the nature of the strategic environment and the role and expectations of strategy. The environment is explained in theoretical and practical terms, and the implications for strategic thinking are developed with a distinction being made between strategy and planning mindsets. The typical problems practitioners have in formulating and articulating strategy are discussed. Strategy formulation is recognized as both an art and science, and the U.S. Army War College strategy model of ends, ways, and means is expounded on and advocated as a methodology for articulating strategies.

This book explores the idea of an India-centric leadership model, presenting an in-depth research study of strategic leadership theories and applying them to India's unique culture.

The book explores how small states adjust their military strategies in response to external shocks. Using primary sources from four Nordic countries, (Denmark, Finland, Norway, and Sweden), this volume explores how small states have adjusted their military strategies in response to external shocks of the 21st century. The 9/11 terrorist attacks, the Russian interventions in Georgia and Ukraine, and the rise of the Islamic State have all forced the Nordic states to adopt new strategies. While the responses have not been uniform, their differing relations to the EU and NATO have not prevented these countries from behaving similarly in military affairs. Limitations in military capacity has led all four countries to pursue strategies that include cooperation with more resourceful partners. It is necessary for them to cooperate with others to protect and promote their national interests. Moreover, the Nordic cosmopolitan outlook expresses milieu-shaping ambitions that we generally would not expect small states to pursue against a potential great power aggressor. This book will be of much interest to students of military strategy, defense studies, security studies, and international relations.

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