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Autore	Hymans Jacques E. C.
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management approach, worker motivation, and the functioning of nuclear weapons projects; The top-down model, or, how not to manage a nuclear weapons project; The bottom-up model, or, how to manage a nuclear weapons project; Summary: three hypotheses on management and proliferation

The macro level: efficiency of nuclear weapons projects as a function of state institutionalization; Defining Weberian legal-rational and neo-patrimonial states; Weberian legal-rationalism's promotion of scientific and technical professionalism; Consequences of the "privileged" institutional status of nuclear programs; The special case of professional military-run nuclear weapons projects; Changing state institutionalization to create efficient nuclear weapons projects; The fate of nuclear programs in legal-rationalizing and neo-patrimonializing states; Summary of the basic causal arguments; International nuclear cooperation: a shortcut?; Operationalization and case selection; 3 Spinning in place; Review of technical assessments of the pre-1991 Iraqi nuclear program; Pre-war estimates; The IAEA's estimate; Kelley's estimate; Explaining Iraq's nuclear inefficiency: management and institutions; Iraq's neo-patrimonial state; The Osiraq myth; 1981-1987: scientists in power?; 1987-1988: Hussein Kamel's power grab; Life under Kamel; 1990-1991: the crash program; "If the Gulf War had not intervened ...": questioning the premise of the counterfactual; After 1991: the Iraqi nuclear mirage; Conclusion; 4 How did China's nuclear weapons project succeed?; China's nuclear success is a big social science puzzle; International deus ex machina?; Explaining China's nuclear success: three key variables; Unlimited political support; Strongly professional organization; Leadership self-restraint; Self-restraint or institutional constraint?; The importance of efficiency: a comparison of China's nuclear weapons project with its nuclear submarine project; Conclusion; 5 Proliferation implications of international civil nuclear cooperation;; Introduction: from domestic to international variables; Atoms for Peace's growing chorus of critics

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## Sommario/riassunto

Despite the global spread of nuclear hardware and knowledge, at least half of the nuclear weapons projects launched since 1970 have definitively failed, and even the successful projects have generally needed far more time than expected. To explain this puzzling slowdown in proliferation, Jacques E. C. Hymans focuses on the relations between politicians and scientific and technical workers in developing countries. By undermining the workers' spirit of professionalism, developing country rulers unintentionally thwart their own nuclear ambitions. Combining rich theoretical analysis, in-depth historical case studies of Iraq, China, Yugoslavia and Argentina and insightful analyses of current-day proliferant states, *Achieving Nuclear Ambitions* develops a powerful new perspective that effectively counters the widespread fears of a coming cascade of new nuclear powers.

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