Record Nr. UNINA9910792384603321 Managing military organisations: theory and practice / / edited by **Titolo** Joseph Soeters, Paul C. van Fenema, and Robert Beeres Pubbl/distr/stampa London;; New York:,: Routledge,, 2010 **ISBN** 1-135-15481-3 1-135-15482-1 1-282-57033-1 9786612570339 0-203-85710-0 Descrizione fisica 1 online resource (299 p.) Collana Cass military studies BeeresRobertus Johannes Maria <1968-> Altri autori (Persone) FenemaPaul van SoetersJ Disciplina 355.4 355.6 Soggetti Military administration Military administration - Philosophy Armed Forces - Management Lingua di pubblicazione Inglese **Formato** Materiale a stampa Monografia Livello bibliografico "Simultaneously published in the USA and Canada"--T.p. verso. Note generali Nota di bibliografia Includes bibliographical references. Nota di contenuto Book Cover; Title; Copyright; Contents; Illustrations; Contributors; Preface; 1 Introducing military organizations; Part I: Context, strategy and external coordination; 2 Leading military organizations in the Risk Society: Mapping the new strategic complexity; 3 Legitimacy and surveillance: Shifting patterns of external control; 4 The internationalization of the armed forces; 5 Research, development and innovation in the military; Part II: Internal coordination and preparation of operations; 6 Expeditionary operations and modular organization design 7 (Re-)drawing the boundaries: Sourcing operational and supportive services in military organizations8 Logistics planning and control: Lessons learned in Afghanistan; Part III: Military organizations in action; 9 Leadership in the face of chaos and danger: 10 Sensemaking during

operations and incidents; 11 Managing moral professionalism in

military operations; 12 Military law and operations; 13 Trust and control in the military: Dual or dueling forces?; 14 Partnering with 'strangers'; 15 Military organizations and national crisis response Part IV: Monitoring operational effectiveness and (secondary) outcomes16 Commanding and controlling crisis response operations; 17 Measuring performance in today's missions: The effects-based approach to operations; 18 Learning military organizations and organizational change; 19 Managing the well-being of military personnel and their families; 20 Epilogue: Military organizations' capabilities for heterogeneous value creation; Index

## Sommario/riassunto

This book deals with the processes and theories involved in managing military organisations in both peacetime and crisis conditions. Examining the challenges faced by policymakers and military commanders in conducting military operations, this book considers the benefits of conventional management and organisation theory for the military. At the same time, these essays recognise that the military should be considered as a highly individual organisation, operating in exceptional circumstances. This awareness of the differences between the military and other organisations generat