

Chapter 3 Military Decision Making Process Mdmmp

"This research and development effort, called Combined Arms Operations at Brigade Level, Realistically Achieved Through Simulation III (COBRAS III), designed simulation -based, structured training for the staffs of the conventionally-equipped brigade combat team (BCT). The effort included designing a progressive approach to presenting and utilizing training objectives. The resulting product was a set of "performance objectives" that provides techniques and procedures for command and staff performance. The performance objectives resulted from and support the purpose of the training, which is to facilitate BCT preparation for combat training center rotations and deployment. The performance objective concept was an extension of the task analysis work conducted during the two proceedings projects. -- COBRAS I and COBRAS II."--DTIC.

This book examines the human factors issues associated with the development, testing, and implementation of helmet-mounted display technology in the 21st Century Land Warrior System. Because the framework of analysis is soldier performance with the system in the full range of environments and missions, the book discusses both the military context and the characteristics of the infantry soldiers who will use the system. The major issues covered include the positive and negative effects of such a display on the local and global situation awareness of the individual soldier, an analysis of the visual and psychomotor factors associated with each design feature, design considerations for auditory displays, and physical sources of stress and the implications of the display for affecting the soldier's workload. The book proposes an innovative approach to research and testing based on a three-stage strategy that begins in the laboratory, moves to controlled field studies, and culminates in operational testing.

Grant Dawson's analysis of political, diplomatic, and military decision making avoids a narrow focus on the shocking offences of a few Canadian soldiers, deftly investigating the broader context of the deployment in Somalia. He shows how media pressure, government optimism about the United Nations, and the Canadian traditions of multilateralism and peacekeeping all helped to determine the level, length, and tenor of the country's operations. His findings will undoubtedly play a seminal role in informing scholarly debate about this important period in Canadian diplomacy and military engagement.

This publication, Army Techniques Publication ATP 3-09.50 MCWP 3-1.6.23 The Field Artillery Cannon Battery July 2015, provides doctrinal guidance for commanders and subordinate leaders who are responsible for conducting cannon battery functions or tasks. It serves as an authoritative reference for personnel responsible for developing: - Doctrine (fundamental principles; tactics, techniques, and procedures) material and force structure. - Institution and unit training. - Tactical standard operating procedures for cannon battery units. ATP 3-09.50 reflects and supports unified land operations doctrine contained in Army doctrine publication 3-0 and Army doctrine reference publication (ADRP) 3-0. ATP 3-09.50 contains 12 chapters and 4 appendices: - Chapter 1 provides an overview and discussion of cannon unit organization and tactical duties of key personnel. The chapter discusses the transition from 2 firing batteries of 8 howitzers each to 3 firing batteries of 6 howitzers each in all brigade combat teams and the introduction of composite (mixed-caliber) battalions in Infantry brigade combat teams. - Chapter 2 discusses considerations for employing a cannon battery in various climates and terrain. - Chapter 3 provides an overview and discussion of techniques and associated considerations for reconnaissance, selection, and occupation of a firing position. - Chapter 4 considers techniques for laying the platoon or battery, and measuring and reporting data associated with the gunnery solution. The chapter covers use of the gun laying and positioning system, M2A2 aiming circle, M2 compass, and reciprocal laying by other howitzers. - Chapter 5 provides an overview and discussion of techniques and associated considerations for battery defense against armored or mechanized forces, air attack, dismounted attack, indirect fire, and chemical, biological, radiological, and nuclear attack. - Chapter 6 identifies the techniques and associated considerations for hasty survey. - Chapter 7 discusses the types, elements, and sequence of fire commands. - Chapter 8 provides a summary of the steps for computing minimum quadrant elevation. - Chapter 9 provides an overview and discussion of other considerations unique to composite units. - Chapter 10 provides a brief overview and discussion of techniques and associated considerations unique to cannon batteries operating as distributed units. - Chapter 11 discusses other considerations for cannon batteries operating as composite or distributed units - training, battery tasks, sustainment, communications, fire support, survey, and meteorological tasks. - Chapter 12 Identifies planning considerations associated with deployment as early as possible in the military decision making process. - Appendix A provides techniques and associated considerations for precision munitions and ammunition management. - Appendix B identifies sample mission checklists. - Appendix C addresses techniques and associated considerations for overcoming common mistakes and malpractices. - Appendix D provides examples and discussion of required forms. - Appendix E discusses the declination of the aiming circle and the M2 compass. - Appendix F describes the employment of Killer Junior - the use of high explosive direct fire against dismounted attacks.

Meeting the Challenge

Decision Making in Emergency Management

Tactical Display for Soldiers

Human Factors Considerations

Marines on the Beach: The Politics of U.S. Military Intervention Decision Making

Research Product - U.S. Army Research Institute for the Behavioral and Social Sciences

Modeling, simulation, and analysis (MS&A) is a crucial tool for military affairs. MS&A is one of the announced pillars of a strategy for transforming the U.S. military. Yet changes in the enterprise of MS&A have not kept pace with the new demands arising from rapid changes in DOD processes and missions or with the rapid changes in the technology available to meet those demands. To help address those concerns, DOD asked the NRC to identify shortcomings in current practice of MS&A and suggest where and how they should be resolved. This report provides an assessment of the changing mission of DOD and environment in which it must operate, an identification of high-level opportunities for MS&A research to address the expanded mission, approaches for improving the interface between MS&A practitioners and decision makers, a discussion of training and continuing education of MS&A practitioners, and an examination of the need for coordinated military science research to support MS&A.

Writing the perfect complement to their bestseller, *Introducing Public Administration*, Shafritz

and Borick highlight the great drama inherent in public policy -- and the ingenuity of its makers and administrators -- in this new casebook that brings thrilling, true life adventures in public administration to life in an engaging, witty style. Drawing on a unique assortment of literary, historic, and modern examples, *Cases in Public Policy and Administration* exposes students to public administration in practice by telling the tales of: How Thurgood Marshall led the legal fight for civil rights and made it possible for Barack Obama to become president How the ideas of an academic economist and a famous novelist led to the recession that started in 2008 How Al Gore really deserves just a little bit of credit for inventing the Internet How the decision was made by President Harry Truman to drop the first atomic bomb on Japan in order to end World War II How the current American welfare state was inspired by a German chancellor How a Nazi war criminal inadvertently provided the world with a lesson in bureaucratic ethics How Napoleon Bonaparte encouraged the job of chief of staff to escape from the military and live in contemporary civilian offices How an obscure state department bureaucrat wrote the policy of containment that allowed the United States to win the Cold War with the Soviet Union How Dwight D. Eisenhower was started on the road to the presidency by a mentor he found in the Panamanian rain forest How Florence Nightingale gathered statistics during the Crimean War that helped lead to contemporary program evaluation.

This book's introduction to foreign policy analysis focuses on decision makers and decision making. Each chapter is organized around puzzles and questions to which undergraduates can relate. The book emphasizes the importance of individuals in foreign policy decision making, while also placing decision makers within their context.

The George W. Bush administration's ambitious—even breathtaking—claims of unilateral executive authority raised deep concerns among constitutional scholars, civil libertarians, and ordinary citizens alike. But Bush's attempts to assert his power are only the culmination of a near-thirty-year assault on the basic checks and balances of the U.S. government—a battle waged by presidents of both parties, and one that, as Peter M. Shane warns in *Madison's Nightmare*, threatens to utterly subvert the founders' vision of representative government. Tracing this tendency back to the first Reagan administration, Shane shows how this era of "aggressive presidentialism" has seen presidents exerting ever more control over nearly every arena of policy, from military affairs and national security to domestic programs. Driven by political ambition and a growing culture of entitlement in the executive branch—and abetted by a complaisant Congress, riven by partisanship—this presidential aggrandizement has too often undermined wise policy making and led to shallow, ideological, and sometimes outright lawless decisions. The solution, Shane argues, will require a multipronged program of reform, including both specific changes in government practice and broader institutional changes aimed at supporting a renewed culture of government accountability. From the war on science to the mismanaged war on terror, *Madison's Nightmare* outlines the disastrous consequences of the unchecked executive—and issues a stern wake-up call to all who care about the fate of our long democratic experiment.

Foreign Policy and Regionalism

Why Some Soldiers are Better Than Others

S-1 Operations

Commander and Staff Officer Guide: The Official U.S. Army Tactics, Techniques, and Procedures Manual Attp 5-0.1, September 2011

A Comparative Introduction

Guide for Initial Entry Training Soldiers - Army as a Profession, BCT, OSUT, AIT, Appearance and Uniforms, Health, Discipline, First Duty Station, Physical Readiness

This is the guide for all Initial Entry Training (IET) Soldiers who enter the Army. It provides an introduction to the Army. Throughout the Blue Book, Soldiers will read and learn about Army Values, Culture, History, Organizations, and Training they will receive. It provides assistance with pay issues, leave, Thrift Saving Plans, and organizations that will be available to assist the families. The Soldier's Blue Book is an inspectable item and will be carried at all times. Training to standard and gaining the inner strength to adapt and overcome adversity became the theme for our Army's training model. Baron von Steuben, by then the Army Inspector General, wrote the Regulations for the Order and Discipline of the Troops of the United States—now commonly referred to as the Blue Book— as an instructional guide for future generations. This book consists, as our modern version does now, of detailed training procedures, the standards of military conduct, and the fundamentals every Soldier needs to know for them to succeed. Chapter 1 - The Army * 1-1. Why we have an Army * 1-2. What the Army uniform represents * 1-3. Why We Serve * 1-4. The Army's Motto - "This We'll Defend" * 1-5. Oath of Enlistment * Chapter 2 - The Army as a Profession * 2-1. The Army Profession * 2-2 What it means to be a Soldier * 2-3. How We Conduct Ourselves * 2-4. Who We Are Not * 2-5. The Army's Commitment to You * 2-6. The Journey Begins * Chapter 3 - The Reception Battalion * 3-1. The Path * 3-2. Critical Information Needed Upfront * 3-3. The Battle Buddy System * 3-4. Army Values * 3-5. Sexual Harassment /Assault Response & Prevention (SHARP) * 3-6. Suicide Prevention * 3-7. The Soldier's Creed and Warrior Ethos * 3-8. The BCT / One Station Unit Training (OSUT) / Advanced Individual Training (AIT) "Golden Rules". * Chapter 4 - BCT / OSUT / AIT * 4-1. What to Expect. * 4-2. The Training Company - Your Unit * 4-3. Safe and Secure Environment * 4-4. Drill sergeants * 4-5. The Soldierization Process * 4-6. Military Time * 4-7. Daily Schedule * 4-8. Basic Combat Training * 4-9. Warrior Tasks and Battle Drills * 4-10. BCT Graduation Requirements *

4-11. AIT/OSUT * 4-12. What is the Difference between drill sergeants and AIT platoon sergeants? * Chapter 5 - Personal Appearance and Uniforms * 5-1. Personal Appearance * 5-2. Army Combat Uniform (ACU) * 5-3. Army Service Uniform (ASU) * 5-4. Awards and Decorations * Chapter 6 - Critical Information Required for BCT / OSUT / AIT * 6-1. Rank Insignia * 6-2. Customs and Courtesies * 6-3. Bugle Calls * 6-4. Drill and Ceremonies * Chapter 7 - Physical Readiness * 7-1. Improved Physical Fitness Uniform (IPFU) * 7-2. Army physical fitness test (APFT) * 7-3. APFT Standards * Chapter 8 - Health and Safety * 8-1. Nutrition * 8-2. Sleep * 8-3. Hygiene * 8-4. Comprehensive Soldier Fitness * 8-5. Chaplains * 8-6. Risk Management * Chapter 9 - Discipline * 9-1. Uniform Code of Military Justice (UCMJ) * 9-2. Equal Opportunity Policy * 9-3. Policy on Relationships between Soldiers * 9-4. SHARP * Chapter 10 - Reference Material * 10-1. The National Anthem * 10-2. The Army Song * 10-3. The Code of Conduct * 10-4. General Orders/Special Orders * 10-5. Guard Duty * 10-6. Army Organizations * Chapter 11 - First Duty Station * 11-1. Where Will I Serve? * 11-2. How Can I Prepare? * 11-3. Promotions * Appendix A - Army Resources * A-1. Leave and Earnings Statement * A-2. Managing Personal Finances * A-3. Tri-service Medical Care (TRICARE) * A-4. Service members' Group Life Insurance (SGLI) * A-5. Dental * A-6. Army Emergency Relief * A-7. Soldier For Life and Credentialing * A-8. Information Websites for Family Members * Appendix B - Soldier's Notes * Glossary * Army Definitions

GTA 31-01-003 Special Forces Detachment Mission Planning Guide January 2020

Argentina's recently established democracy endured the trauma of four major military uprisings between 1987 and 1990, continuing even after the rebels' original motivations faded. Exploring the causes of the rebellions and the rebel movement's development, Deborah L. Norden's *Military Rebellion in Argentina* underlines the inherently undefined nature of new democracies and reveals important dimensions of how coalitions are formed within the armed forces. By focusing on a military movement rather than merely separate incidents of insurrection, this study reveals central motivations that could be otherwise overlooked. Norden begins with an analysis of the relation between democracy and military insurrection in previous postauthoritarian civilian periods, then turns to Argentina's long battle against military intervention in politics. The study focuses on the internally divisive effects of the 1976-1983 military regime, which generated the intra-army cleavages that emerged during the subsequent period of civilian rule, and the civilian policies that prompted the rebels to action. At the heart of the study is an examination of the evolution of military rebellion, looking at the shift from policy-provoked reaction to more independent, politically motivated organization. Norden also explores general themes such as intransigent interventionism and the effects of different military regimes in South America on the likelihood of democratic consolidation. Deborah L. Norden is an assistant professor of government at Colby College. Her articles on Latin America have appeared in numerous journals.

This Army tactics, techniques, and procedures (ATTP) reinforces the fundamentals of mission command established in field manual (FM) 3-0, Operations; FM 5-0, The Operations Process; and FM 6-0, Mission Command. Whereas the above manuals focus on the fundamentals of mission command, this manual provides commanders and staff officers with tactics, techniques, and procedures (TTP) essential for the exercise of mission command. This is a new Army publication. It includes many of the appendices currently found in FM 5-0 and FM 6-0 that addressed the "how to" of mission command. By consolidating this material into a single publication, Army leaders now have a single reference to assist them with TTP associated with planning, preparing for, executing, and continually assessing operations. This ATTP also enables the Army to better focus the material in future editions of FMs 5-0 and 6-0 on the fundamentals of the operations process and mission command, respectively. This ATTP consist of 12 chapters and 26 annexes. It incorporates the new mission command taxonomy established in FM 3-0: - Chapter 1 provides an overview of mission command. It summarizes the new mission command taxonomy established in change 1 to FM 3-0 (2011).- Chapter 2 addresses the staff to include staff organization and the duties and responsibilities of individual staff officers. It updates FM 6-0.- Chapter 3 describes how commanders cross-functionally organize their staff into command posts and offers TTP for command post operations. It updates FM 5-0.- Chapter 4 describes the military decisionmaking process. It updates FM 5-0.- Chapter 5 addresses troop leading procedures-a framework for planning and preparing for operations used by small unit leaders. It updates FM 5-0.- Chapter 6 addresses how the commander and staff build and maintain running estimates throughout the operations process. This updates FM 5-0.- Chapter 7 provides guidelines to assist commanders and staffs to develop formal assessment plans. This updates FM 5-0.- Chapter 8 discusses rehearsal types and techniques. This updates FM 5-0.- Chapter 9 discusses liaison principles and the responsibilities of liaison officers and teams. This updates FM 6-0.- Chapter 10 provides guidance and formats for military briefings. This updates FM 5-0.- Chapter 11 discusses how to prepare staff studies and decision papers, and provides formats for both. This updates FM 5-0.- Chapter 12 offers guidelines and provides formats and instruction for building effective plans and orders. This updates FM 5-0.- The annexes provide formats and instructions for developing attachments to the base plan or order. The sequence of these annexes corresponds to the Army operation order attachment structure. These formats and instructions are new to Army doctrine.

Soviet Strategic Arms Policy Before SALT

The Politics of U.S. Military Intervention Decision Making

Defense Modeling, Simulation, and Analysis

Sharing success-owning failure : preparing to command in the twenty-first century Air Force

Between Coups and Consolidation

Weapons Under Fire

WORLD POLITICS: TREND AND TRANSFORMATION offers analysis of the most up-to-date data, research, and

contemporary events from today's international political stage. You'll understand what is happening today and why. The 2016-2017 Edition incorporates recent challenges to global peace and prosperity, and the latest on international organizations, advances in military technology, a look at the changing nuclear environment in Iran, an expanded discussion on human rights, an enhanced discussion of global health threats, new data from World Development Indicators, and more. A partnership with the Carnegie Council for Ethics in International Affairs provides additional coverage of contemporary issues. The authors present each issue in a thought-provoking way that encourages readers to critically assess the problems, payoffs, pitfalls, and paradoxes of people's choices about the global future and the probable impact of those choices. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Much has been written about the Association of Southeast Asian Nations and about Indonesia's foreign policy, but few scholars have specifically focused on Indonesia's foreign policy in ASEAN. *Indonesia in ASEAN: Foreign Policy and Regionalism* tries to fill this academic gap.

Conflict: How Soldiers Make Impossible Decisions is about making hard choices--where all outcomes are potentially negative. The authors draw on interviews conducted with soldiers about the situations they faced and the decisions they made at war. These are vivid and sometimes distressing stories. They form the data from which the authors explore the cognitive processes associated with choice, commitment to action and (sometimes) error, as well as goal directed thinking, innovation and courage. By referring to real cases, *Conflict* invites readers to consider their own responses under extreme circumstances and ask themselves how they would choose between difficult options. In doing so this book will go some way to helping readers understand what it feels like when choosing between least-worst decisions. Since 2004, the US Army has started a revolution of reorganization and doctrine development throughout its Combat, Combat Support and especially Combat Service Support "logistics" organizations, known as "Transformation." In the logistics or "Sustainment" arena, the Army's concept towards supporting other units has changed from the old "out-stockpile" the enemy concept towards a system used by modern civilian distributors - "Just-In-Time" sustainment, leaving planning and synchronizing throughput of commodities and support to the customer with little margin of error. To successfully accomplish this, Sustainment planners must thoroughly understand the Military Decision Making Process or "MDMP" for short. Conducting a Sustainment oriented MDMP is essential in integrating the Sustainment War Fighting Functional Area into the unit's plan and for ensuring a synchronized and supportable course of action. Successful integration is a result of having the right personnel, available tools, correct MDMP methodology, and synchronized timeline throughout the process. If this guide can assist logistics' planners in accomplishing this process, then it has accomplished its intent and mission.

The Sustainment Battle Staff & Military Decision Making Process (MDMP) Guide

World Politics: Trend and Transformation, 2016 - 2017

The Drone Age

Madison's Nightmare

Cases in Public Policy and Administration

How Drone Technology Will Change War and Peace

President Bill Clinton, speaking as might any commander-in-chief, on the eve of his decision to deploy ground troops to Bosnia in 1995, declared he had "no responsibility more grave than putting soldiers in harm's way." Such a statement suggests that a study of the decision-making process associated with the weighty matters of using force would be enlightening. Indeed, it is. The decision-making process is far from standardized nor is it simple. While all individuals associated with important decisions about national security and the lives of America's service members take their responsibilities seriously, the processes by which they reach their conclusions are varied and complicated. The book traces eight traditional and emerging theories or models of decision-making by first explaining the components of each model and then by analyzing its practical application through three case studies. Each chapter concludes with a discussion of the utility and explanatory power of the particular model. Instructors considering this book for use in a course may request an examination copy here.

This edition re-examines the moral foundations for America's military leadership in the post-9/11 era. It considers world affairs since the first edition - the Gulf War, Bosnia, Afghanistan, Iraq, 9/11, and the emergence of the United States as an unrivaled military power.

This Army tactics, techniques, and procedures (ATTP) manual provides doctrinal guidance and procedures that will enhance the delivery of human resources (HR) support in brigade and battalion S-1 sections. It will help HR leaders to guide actions and provide procedures to enable decision making. This publication is nested with Field Manual (FM) 1-0, Human Resources Support, and provides overarching doctrinal guidance and direction for conducting S-1 operations. ATTP 1-0.1 promotes a common understanding of HR support fundamentals at battalion, brigade, or brigade equivalent level S-1 sections throughout the Army Force Generation (ARFORGEN) cycle. This manual, along with FM 1-0, provides sufficient information to allow for execution of all required HR missions and functions dictated by current operational requirements and anticipated future actions. ATTP 1-0.1 provides the doctrinal base for developing operations plans (OPLANs) and associated standing operating procedures (SOPs). Leaders and HR operators at all levels must apply these fundamentals using the military decision-making process (MDMP); troop leading procedures; and mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC). This publication is an authoritative guide that requires judgment in application. ATTP 1-0.1 consists of three chapters and four appendices which address the operational roles of the S-1 and how the S-1 supports subordinate organizations during all military operations. It discusses and defines the roles and functions of S-1 sections and the support they provide to the generating and operating forces.-- Chapter 1 describes the organization and structure of the brigade and battalion S-1 section. It discusses where HR support is performed; how specific HR support operations are conducted during each force pool of ARFORGEN; an overview of the supporting and supported relationships of brigade, brigade equivalent, and battalion S-1s; and how HR support is provided during reach operations (Rear Detachment), deployment cycle support (DCS), and military operations.-- Chapter 2 describes the specific duties and responsibilities of the brigade and battalion S-1 Leadership Element, Personnel Readiness Team (PR TM), HR Services Team, and Rear Detachment. Provided are key duties and responsibilities which assist S-1s in planning, coordinating, and executing HR support for their unit.-- Chapter 3 describes the four fundamental HR core competencies of man the force, provide HR services, coordinate personnel support, and conduct HR planning and operations which provide a framework for HR subordinate key functions within the brigade and battalion S-1 sections.-- Appendix A provides critical information to brigade and battalion S-1s on specific HR tasks that are associated with the seven stages of DCS.-- Appendix B provides key information to brigade and battalion S-1s on the management of United States Army Reserve (USAR) and Army National Guard (ARNG) personnel during mobilization and demobilization in support of Army military operations. Described are specific HR tasks associated with the nine phases of mobilization under the Army Mobilization Operations Planning and Execution

System, which establishes procedures and standards for Reserve Component (RC) mobilization.-- Appendix C provides information on HR systems that S-1s are required to access and operate. Specific HR automation systems used by S-1s within the brigade and battalion are described along with other non-HR systems that impact daily HR operations.-- Appendix D provides an S-1 assessment checklist or guide for brigade and battalion S-1s to assist in assessing the effectiveness of the S-1 section.

How do we plan under conditions of uncertainty? The perspective of military planners is a key organizing framework: do they see themselves as preparing to administer a peace, or preparing to fight a future war? Most interwar volumes examine only the 1920s and the 1930s. This new volume goes back, and forward in time, to draw on a greater expanse of history in order to tease out lessons for contemporary planners. These chapters are grouped into four periods: 1815-1856, 1871-1914, 1918-1938, and post-Second World War. They progress from low-tech to high-tech concerns, for example, the first period examines armies, while the second period examines navies, the third assesses navies combined with air forces, and finally for the Kaiser chapter explores nuclear issues and decision-making.

January 2020

Made, Not Born

The Soldier's Blue Book

The Development of the B-52 and Jet Propulsion - a Case Study in Organizational Innovation - History of America's Cold War Nuclear

Bomber and the Jet Propulsion Technology That Made It Possible

Army Leadership and the Profession (ADP 6-22)

Army Techniques Publication Atp 3-01.50 Air Defense and Airspace Management (Adam) Cell Operations April 2013

Decision-Making in Emergency Management examines decisions the authors have made over their careers based on their combined training, experience and instinct. Through a broad range of case studies, readers discover how experience impacts decision-making in conjunction with research and tools available. While the use of science, data and industry standards are always the best option when it comes to handling emergency situations, not all emergency situations fit one known solution. This book comprehensively explores the question "Is 'instinct' a viable factor when faced with a challenging situation and how close does it match up with the best science available?" Includes case studies from natural and manmade disasters, providing readers with decision-making skills in various global settings Provides readers the opportunity to learn from someone else's decisions Inspires emergency response personnel to continuously pursue learning, question their strategies and apply changes as appropriate

Decision support systems (DSS) are widely touted for their effectiveness in aiding decision making, particularly across a wide and diverse range of industries including healthcare, business, and engineering applications. The concepts, principles, and theories of enhanced decision making are essential points of research as well as the exact methods, tools, and technologies being implemented in these industries. From both a standpoint of DSS interfaces, namely the design and development of these technologies, along with the implementations, including experiences and utilization of these tools, one can get a better sense of how exactly DSS has changed the face of decision making and management in multi-industry applications. Furthermore, the evaluation of the impact of these technologies is essential in moving forward in the future. The Research Anthology on Decision Support Systems and Decision Management in Healthcare, Business, and Engineering explores how decision support systems have been developed and implemented across diverse industries through perspectives on the technology, the utilizations of these tools, and from a decision management standpoint. The chapters will cover not only the interfaces, implementations, and functionality of these tools, but also the overall impacts they have had on the specific industries mentioned. This book also evaluates the effectiveness along with benefits and challenges of using DSS as well as the outlook for the future. This book is ideal for decision makers, IT consultants and specialists, software developers, design professionals, academicians, policymakers, researchers, professionals, and students interested in how DSS is being used in different industries.

"What impact will drone technology have on the patterns of war and peace in the next century? Will drones produce a more peaceful world because they reduce risk to pilots, or will the prospect of clean, remote warfare lead governments to engage in more conflicts? Will drones begin to replace humans on the battlefield or will they empower soldiers and peacekeepers to act more precisely and humanely in crisis zones? How will terrorist organizations turn this technology back on the governments that fight them? How will drones change surveillance at war - and at home? As drones come into the hands of new actors - foreign governments, law enforcement, terrorist organizations, humanitarian organizations and even UN peacekeepers, it is even more important to understand what kind of world they might produce. This book explores how the unique features of drone technology alter the strategic choices of governments and non-state actors alike by transforming their risk calculations and expanding their goals on and off the battlefield. By changing what these actors are willing and capable of doing, drones are quietly altering the dynamics of wars, humanitarian crises and peacekeeping missions while generating new risks to security and to privacy. An essential guide to a potentially disruptive force in modern world politics, The Drone Age argues that the mastery of drone technology will become central to the ways that governments and non-state actors seek power and influence in the coming decades."--

Army Doctrine Reference Publication (ADRP) 6-0 augments the mission command doctrine established in Army Doctrine Publication (ADP) 6-0, also titled Mission Command. This publication contains an expanded discussion on the overarching doctrinal guidance on command, control, and the mission command warfighting function. It describes how commanders, supported by their staffs, combine the art of command and the science of control to understand situations, make decisions, direct action, and lead forces toward mission accomplishment. The principal audience for ADRP 6-0 is all members of the profession of Arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning command and control of joint or multinational forces. Trainers and educators throughout the Army will also use this publication. Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. ADRP 6-0 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated. Canada's Engagement in Somalia

Case Studies Involving the Preparation, Commitment, Application and Withdrawal of Force McDp 1

Development of the COBRAS III Performance Objectives for the Brigade and Battalion Staff Exercise Applications of Operations Research and Management Science for Military Decision Making COBRAS Multiechelon Brigade and Battalion Staff Exercise Orientation Guide

Based on many years of applied research, modeling and educating future decision makers, the authors have selected the critical set of mathematical modeling skills for decision analysis to include in this book. The book focuses on the model formulation and modeling building skills, as well as the technology to support decision analysis. The authors cover many of the main techniques that have been incorporated into their three-course sequence in mathematical modeling for decision making in the Department of Defense Analysis at the Naval Postgraduate School. The primary objective of this book is illustrative in nature. It begins with an introduction to mathematical modeling and a process for formally thinking about difficult problems, illustrating many scenarios and illustrative examples. The book incorporates the necessary mathematical foundations for solving these problems with military applications and related military processes to reinforce the applied nature of the mathematical modeling process.

The manual describes the general strategy for the U.S. Marines but it is beneficial for not only every Marine to read but concepts on leadership can be gathered to lead a business to a family. If you want to see what make Marines so effective this book is a good place to start.

ATP 3-01.50 provides basic tactics, techniques, and procedures (TTPs) for the tactical employment of the ADAM cell in the Stryker Brigade Combat Team (SBCT) and the support brigades, an overview of the differences in operation of the ADAM/BAE assigned to an HBCT and IBCT as one unified element, and the AMD cell at higher echelon units. ATP 3-01.50 applies to Army headquarters from brigade through corps. It applies to all Army leaders, especially trainers, educators, force designers, and doctrine developers. Army headquarters serving as a headquarters for a joint force land component or joint task force should refer to appropriate joint doctrine, policies, and regulations. ATP 3-01.50 has an introduction and four chapters. It augments, but does not replace, the planning doctrine in ADP 5-0 and the MISSION COMMAND (MC) doctrine in FM 6-0. It expands MC doctrine regarding decision making, assessment, and exercise of MC during execution. • The Introduction details the role of doctrine. It also expands upon the manual's purpose and summarizes the doctrinal changes it contains. • Chapter 1 provides an overview of the ADAM cell and details its missions and roles in the protection cell, airspace command and control, and airspace management. It also describes the ADAM cell equipment. • Chapter 2 details the different echelons at which the ADAM cell will be used. It expands the operations process and discusses how several processes integrate during the planning, preparing, executing, and assessment activities of an operation. It reinforces the commander's role in exercising MC and the staff's role in supporting the commander and subordinate commanders. • Chapter 3 details command and control, war fighting functions, military decision making, and communications. It explains the various processes involved during the integration of planning, preparing, executing, and assessing activities of an operation. This chapter also reinforces the commander's role in exercising MC and the staff's role in supporting the commander and subordinate commanders. Communications requirements for effective employment of the ADAM cell are also described. • Chapter 4 broadens the doctrine for exercising MC during execution established in FM 6-0. It details the rapid decision making and synchronization process. Also discussed are the Army Battle Command System (ABCS) roles and recommended procedures with the ADAM cell, the common operational picture (COP) recommended procedures and operational process, and specific ADAM cell staff tasks. • Appendix A describes initialization as it pertains to the user initializing each system safely. It is a composite of checklists used for deployment preparation, powering up the ABCS, establishing digital communications, and creating and distributing ABCS databases. • Appendix B details the ADAM cell capabilities and operational functions. It also describes AMD and aviation augmentation, with a list and general description of AMD and aviation assets which the maneuver commander may task for operations. • Appendix C explains the importance of liaison and identifies the key staff sections that the ADAM crew must interface with to accomplish its tactical mission.

The Model Rules of Professional Conduct provides an up-to-date resource for information on legal ethics. Federal, state and local courts in all jurisdictions look to the Rules for guidance in solving lawyer malpractice cases, disciplinary actions, disqualification issues, sanctions questions and much more. In this volume, black-letter Rules of Professional Conduct are followed by numbered Comments that explain each Rule's purpose and provide suggestions for its practical application. The Rules will help you identify proper conduct in a variety of given situations, review those instances where discretionary action is possible, and define the nature of the relationship between you and your clients, colleagues and the courts.

Indonesia in ASEAN

Mission Command (ADRP 6-0)

'Here Is Hell'

Military Decision-Making Processes

How Executive Power Threatens American Democracy

Army Techniques Publication Atp 3-09.50 McWp 3-1.6.23 the Field Artillery Cannon Battery July 2015

ADP 6-22 describes enduring concepts of leadership through the core competencies and attributes required of leaders of all cohorts and all organizations, regardless of mission or setting. These principles reflect decades of experience and validated scientific knowledge. An ideal Army leader serves as a role model through strong intellect, physical presence, professional competence, and moral character. An Army leader is able and willing to act decisively, within superior leaders' intent and purpose, and in the organization's best interests. Army leaders recognize that organizations, built on mutual trust and confidence, accomplish missions. Every member of the Army, military or civilian, is part of a team and functions in the role of leader and subordinate. Being a good subordinate is part of being an effective leader. Leaders do not just lead subordinates—they also lead other leaders. Leaders are not limited to just those designated by position, rank, or authority.

The B-52 and Jet Propulsion: A Case Study in Organizational Innovation is a coherent and nonpolemical discussion of the revolution in military affairs, a hot topic in the national security arena. Mark Mandeles examines an interesting topic, how can the military better understand, manage, and evaluate technological development programs. We see Murphy's Law (anything that can go wrong, will go wrong) in operation. No matter how carefully the military designs, plans, and programs the process of technological development, inevitably, equipment, organizations, and people will challenge the desired expectations. Mandeles argues convincingly that recognizing the inevitability of error may be the single most important factor in the design of effective organizations and procedures to foster and enhance innovative technology and concepts. The book focuses on the introduction of jet propulsion into the B-52. This case study illustrates the reality that surprises and failures are endemic to development programs where information and knowledge are indeterminate, ambiguous, and imperfect. Mandeles' choice of the B-52 to illustrate this process is both intriguing and apt. The military had no coherent search process inevitably leading to the choice of a particular technology; nor was decision making concerning the B-52 development program coherent or orderly. Different mixtures of participants, problems, and solutions came together at various times to make decisions about funding or to review the status of performance projections and requirements. Three aspects of the B-52's history are striking because they challenge conventional wisdom about rationally managed innovation. First, Air Force personnel working on the B-52 program did not obtain the aircraft they assumed they would get when the program began. Second, the development process did not conform to idealized features of a rational program. While a rationally organized program has clear goals, adequate information, and well-organized and attentive leadership, the B-52 development process exhibited substantial disagreement over, and revision of, requirements or goals, and ambiguous, imperfect, and changing information. Third, the "messy" development process, as described in the book, forestalled premature closure on a particular design and spurred learning and the continuous

introduction of new knowledge into the design as the process went along. Military innovations involve questions about politics, cooperation and coordination, and social benefits, and like other development efforts, there appears to be no error-free method to predict at the outset the end results of any given program. This study offers a major lesson to today's planners: improving the capacity of a number of organizations with overlapping jurisdictions to interact enhances prospects to innovate new weapons and operational concepts. We can mitigate bureaucratic pathologies by fostering interaction among government and private organizations. The B-52 and Jet Propulsion integrates a detailed historical case study with a fine understanding of the literature on organization and innovation. It is a story of decision making under conditions of uncertainty, ambiguity, and disagreement. I have seen such stories unfold many times in my work on technological development projects. In the pages that follow those who plan, manage, and criticize technological development programs will find new insights about the process of learning how to make new things. Contents: Chapter 1 - Introduction * Chapter 2 - Innovation and Military Revolutions * Chapter 3 - Logic and Procedure of Analysis * Chapter 4 - Prelude: Jet Propulsion and the Air Force * Chapter 5 - The Introduction of Jet Propulsion into the B-52 * Chapter 6 - Conclusion

"Warfare is changing-and rapidly. New technologies, new geopolitical alignments, new interests and vulnerabilities, and other developments are changing how, why, and by whom conflict will be waged. Just as militaries must plan ahead for an environment in which threats, alliances, capabilities, and even the domains in which they fight will differ from today, they must plan for international legal constraints that may differ, too. As states, including the United States, plan for how they will conduct warfare in the future, West Point's Lieber Institute for Law and Land Warfare, in collaboration with Columbia Law School's National Security Law Program, convened an expert workshop to consider the future legal context in which conflict will be waged. Titled "Law of Armed Conflict (LOAC) 2040," we assembled leading academics and practitioners from around the world to consider how that body of law and institutions for creating, interpreting, and enforcing it might look two decades ahead--as well as what opportunities may exist to influence it in that time"--

Paul explores both how and why U.S. military intervention decisions are made. Pursuit of that inquiry requires the identification of decision participants, thorough examination of the decision making processes they employ, and recognition of several factors that influence intervention decisions: the national interest, legitimacy, and the legacies of previous policies. This book provides chapter length treatment of each of these issues. The research is based on detailed historical case studies for the four U.S. Marines on the beach military interventions in Latin America since World War II: The Dominican Republic (1965), Grenada (1983), Panama (1989), and Haiti (1994). Additional cases (notably Afghanistan and Iraq) enter the discussion when considering findings with broader implications. Of the existing theories of governance that compete to explain government policy making, Paul finds that elite theory provides the best general model for intervention decision making, but that the notions of both pluralist and class theorists contribute to a complete explanation, and sometimes in an unexpected way. Findings also indicate considerable contribution from and constraint by institutional sources. However, far from finding that institutional factors are wholly deterministic, this research offers support for a choice-within-constraints model. Conclusions suggest that top decision-makers (especially the president) enjoy wide latitude in framing the national interest and in choosing where to and where not to intervene.

For Brigade Support Battalions, Sustainment Brigades, and Combat Sustainment Support Battalions
Warfighting

The Fog of Peace and War Planning *Moral Issues in Military Decision Making* *Military Rebellion in Argentina*

In this book Dr Christoph Bluth presents an original analysis of the build up of Soviet strategic forces from the death of Stalin to the SALT I agreement. The author is able to demonstrate how domestic priorities and internal power struggles account for the seeming inconsistencies of Soviet military and foreign policy.

Space power is arguably one of the most valuable, yet underappreciated and misunderstood components of U.S. national power. The effects derived from our presence in space have tremendous strategic implications: an explosion of communication capabilities, better weather prediction, precision navigation, and intelligence are but a few of the dividends derived from investments in space programs. The United States no longer enjoys a near monopoly on space effects. Every week brings news of advances in space technologies by China, Russia, India, European powers, and others. Space, as a strategic medium (and probably a future war-fighting medium), is the ultimate high ground; it is now widely shared and could be hotly contested. Ranging from satellite-based access to Internet services to China's recent shoot down of one of its own satellites, new capabilities derived from space-based assets are accelerating in terms of quality, ingenuity, and importantly, availability to allies and enemies alike. US leaders must understand the strategic implications of these advances. The authors have filled an important void in the literature on the role of space in strategic decision making by applying two models. The first is Col W. Michael Guillot's paper on strategic leadership, which serves as an excellent framework to analyze the space programs--and their significance--of three of the United States' peer competitors in space: China, India, and the European Union. By putting individual advances of these entities in their proper strategic context, the reader gains a broader and deeper understanding of the meaning of these advances. Additionally, the authors apply the familiar "VUCA" (volatility, uncertainty, complexity, and ambiguity) model to space programs, aiding the reader in developing a framework in which to analyze space-power advances. The inevitable conclusion upon reading this paper is that senior decision makers must plan for a strategic landscape where the United States does not enjoy unmatched or uncontested benefits from space power. Additionally, the authors make specific policy prescriptions regarding further development of US space power, international cooperation regarding space programs and effects, and suggestions on de-escalation mechanisms for developing space-based conflicts. Modern Airmen must be familiar with the entire vertical dimension, and this paper serves as an excellent primer for that purpose. CHAPTER 1 - MODELING THE SPACE-POWER CONTINUUM * Domestic Space Power * National-Security Space Power * Military Space Power * International Engagement * Applying the Strategic Framework * Notes * CHAPTER 2 - CHINA * Domestic Environment * National-Security Efforts * Military Space Power * International Engagement * Notes * CHAPTER 3 - INDIA * Domestic Environment * National-Security Efforts * Military Space Power * International Engagement * Notes * CHAPTER 4 - EUROPEAN UNION * Domestic Environment * National-Security Efforts * Military Space Power * International Engagement * Notes * CHAPTER 5 - NATURE OF THE SPACE ENVIRONMENT * Volatility * Uncertainty * Complexity * Ambiguity * Conclusion * Notes

This ATTP consist of 12 chapters and 26 annexes. It incorporates the new mission command taxonomy

established in FM 3-0. Chapter 1 provides an overview of mission command. It summarizes the new mission command taxonomy established in change 1 to FM 3-0 (2011). Chapter 2 addresses the staff to include staff organization and the duties and responsibilities of individual staff officers. It updates FM 6-0. Chapter 3 describes how commanders cross-functionally organize their staff into command posts and offers TTP for command post operations. It updates FM 5-0. Chapter 4 describes the military decisionmaking process. It updates FM 5-0. Chapter 5 addresses troop leading procedures—a framework for planning and preparing for operations used by small unit leaders. It updates FM 5-0. Chapter 6 addresses how the commander and staff build and maintain running estimates throughout the operations process. This updates FM 5-0. Chapter 7 provides guidelines to assist commanders and staffs to develop formal assessment plans. This updates FM 5-0. Chapter 8 discusses rehearsal types and techniques. This updates FM 5-0. Chapter 9 discusses liaison principles and the responsibilities of liaison officers and teams. This updates FM 6-0. Chapter 10 provides guidance and formats for military briefings. This updates FM 5-0. Chapter 11 discusses how to prepare staff studies and decision papers, and provides formats for both. This updates FM 5-0. Chapter 12 offers guidelines and provides formats and instruction for building effective plans and orders. This updates FM 5-0. The annexes provide formats and instructions for developing attachments to the base plan or order. The sequence of these annexes corresponds to the Army operation order attachment structure. These formats and instructions are new to Army doctrine. First Published in 1997. Routledge is an imprint of Taylor & Francis, an informa company.

Conflict

Military and Strategic Planning under Uncertainty

Research Anthology on Decision Support Systems and Decision Management in Healthcare, Business, and Engineering

Model Rules of Professional Conduct

How Soldiers Make Impossible Decisions

Challenges in the Multipolar Space-Power Environment - Military Space Strategic Implications, Modeling the Space-Power Continuum, China, India, Europe, National Security Satellite Efforts

Evaluates the factors that lead to effectiveness in combat personnel.

This publication outlines the planning process as it relates to a Special Forces operational detachment-alpha (ODA) conducting deliberate planning for special operations. Planning is an essential task common to all aspects of Special Forces operations. Army Special Operations Forces provide our nation with unique, sophisticated, and tailored capabilities operating in ambiguous, high-risk environments around the world. It is critical that everything addressed during the planning phase is useful and functional. Once planned, the actions of the ODA at the tactical level often have effects at the operational or strategic level. Special Forces planning will take into consideration the full range of the lethal and nonlethal effects based on the combined capabilities of special operations forces available. This planning process supports the United States Government and coalition partner nation objectives.

The Future Law of Armed Conflict

Commander and Staff Officer Guide

Foreign Policy Analysis

GTA 31-01-003 Special Forces Detachment Mission Planning Guide