

REORGANIZING AMERICA'S DEFENSE

Leadership in War and Peace

EDITED BY

Robert J. Art

Vincent Davis

Samuel P. Huntington

Published with the cooperation of the Ford Foundation



PERGAMON-BRASSEY'S
International Defense Publishers

Washington New York Oxford Toronto Sydney Frankfurt

Contents

List of Figures	vii
List of Tables	viii
Acknowledgments	ix
Introduction: Pentagon Reform in Comparative and Historical Perspective <i>Robert J. Art</i>	xi
PART I: DEFENSE ORGANIZATION AT HOME AND ABROAD	
1. Defense Policymaking in the Soviet Union <i>Edward L. Warner III</i>	3
2. Civilian and Military Influence in Managing the Arms Race in the U. S. S. R. <i>Stephen M. Meyer</i>	37
3. Central Defense Organization in the United Kingdom <i>Michael Hobkirk</i>	62
4. Defense Organization in Germany: A Twice Told Tale <i>Catherine McArdle Kelleher</i>	82
5. Military Organizations and Policymaking in Israel <i>Aharon Yariv</i>	108
6. The Dynamics of Israeli National Security Decisionmaking <i>Amos Perlmutter</i>	130
7. Changes in Canada's Organization for Defense, 1963-1983 <i>W. Harriet Critchley</i>	136
8. The Evolution of Central U. S. Defense Management <i>Vincent Davis</i>	149
9. The Wars Within: The Joint Military Structure and Its Critics <i>William J. Lynn</i>	168

PART II: DEFENSE REFORM IN THE UNITED STATES

10. Strategymaking in the Pentagon <i>Robert W. Komer</i>	207
11. Organization and Strategy <i>Samuel P. Huntington</i>	230
12. The Office of the Secretary of Defense <i>James Schlesinger</i>	255
13. The JCS—Views of Participants <i>Chairman's Special Study Group</i>	275
14. The U. S. Military Chain of Command—Present and Future <i>William Y. Smith</i>	292
15. Comments on Smith's Proposals <i>David C. Jones, Edward C. Meyer III, and Thor Hanson</i>	330
16. Rewriting the Key West Accord <i>Morton H. Halperin and David Halperin</i>	344
17. Resource Allocation in the Pentagon <i>Vincent Puritano</i>	359
18. A Critique of the PPB System <i>Philip Odeen</i>	375
19. How to Improve the Acquisition of Weapons <i>Jacques S. Gansler</i>	381
20. Congress and the Defense Budget: Enhancing Policy Oversight <i>Robert J. Art</i>	405
Index	429
About the Editors and Contributors	435