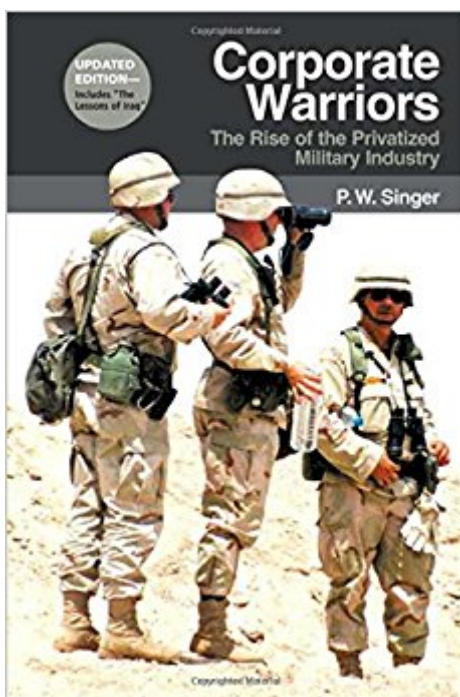


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Corporate Warriors: The Rise Of The Privatized Military Industry, Updated Edition (Cornell Studies In Security Affairs)



Synopsis

Some have claimed that "War is too important to be left to the generals," but P. W. Singer asks "What about the business executives?" Breaking out of the guns-for-hire mold of traditional mercenaries, corporations now sell skills and services that until recently only state militaries possessed. Their products range from trained commando teams to strategic advice from generals. This new "Privatized Military Industry" encompasses hundreds of companies, thousands of employees, and billions of dollars in revenue. Whether as proxies or suppliers, such firms have participated in wars in Africa, Asia, the Balkans, and Latin America. More recently, they have become a key element in U.S. military operations. Private corporations working for profit now sway the course of national and international conflict, but the consequences have been little explored. In *Corporate Warriors*, Singer provides the first account of the military services industry and its broader implications. *Corporate Warriors* includes a description of how the business works, as well as portraits of each of the basic types of companies: military providers that offer troops for tactical operations; military consultants that supply expert advice and training; and military support companies that sell logistics, intelligence, and engineering. This updated edition of Singer's already classic account of the military services industry and its broader implications describes the continuing importance of that industry in the Iraq War. This conflict has amply borne out Singer's argument that the privatization of warfare allows startling new capabilities and efficiencies in the ways that war is carried out. At the same time, however, Singer finds that the introduction of the profit motive onto the battlefield raises troubling questions—•for democracy, for ethics, for management, for human rights, and for national security.

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Customer Reviews

A security analyst at the Brookings Institution, Singer raises disturbing new issues in this comprehensive analysis of a post-Cold War phenomenon: private companies offering specialized military services for hire. These organizations are nothing like the mercenary formations that flourished in post-independence Africa, whose behavior there earned them the nickname *les affreux*: "the frightful ones." Today's corporate war-making agencies are bought and sold by Fortune 500 firms. Even some UN peacekeeping experts, Singer reports, advocate their use on grounds of economy and efficiency. Governments see in them a means of saving money-and sometimes a way to use low-profile force to solve awkward, potentially embarrassing situations that develop on the fringes of policy. Singer describes three categories of privatized military systems. "Provider firms" (the best known being the now reorganized Executive Outcomes) offer direct, tactical military assistance ranging from training programs and staff services to front-line combat. "Consulting firms," like the U.S.-based Military Professional Resources Inc., draw primarily on retired senior officers to provide strategic and administrative expertise on a contract basis. The ties of such groups to their country of origin, Singer finds, can be expected to weaken as markets become more cosmopolitan. Finally, the overlooked "support firms," like Brown & Root, provide logistic and maintenance services to armed forces preferring (or constrained by budgetary factors) to concentrate their own energies on combat. Singer takes pains to establish the improvements in capability and effectiveness privatization allows, ranging from saving money to reducing human suffering by ending small-scale conflicts. He is, however, far more concerned with privatization's negative implications. Technical issues, like contract problems, may lead to an operation ending without regard to a military rationale. A much bigger problem is the risk of states losing control of military policy to militaries outside the state systems, responsible only to their clients, managers, and stockholders, Singer emphasizes. So far, private military organizations have behaved cautiously, but there is no guarantee will continue. Nor can the moralities of business firms be necessarily expected to accommodate such niceties as the laws of war. Singer recommends increased oversight as a first step in regulation, an eminently reasonable response to a still imperfectly understood development in war making. Copyright 2003 Reed Business Information, Inc. --This text refers to an out of print or unavailable edition of this title.

"Provides a sweeping survey of the work of MPRI, Airscan, Dyncorp, Brown and Root, and scores

of other firms that can variously put troops in the field, build and run military bases, train guerrilla forces, conduct air surveillance, mount coups, stave off coups, and put back together the countries that wars have just destroyed."â •The Atlantic Monthly, October 2003"Provides a thoughtful, engaging critique of the U.S. government's growing dependence on private companies to wage war. Mercenaries in the employ of the Pentagon have made news with every new controversy in Iraq, from the ambush that sparked the siege of Fallujah to the prisoner abuses in Abu Ghraib prison and the raid on Ahmed Chalabi's offices. The involvement of those for-profit fighters has inspired plenty of political vitriol, much of it directed at Halliburton, Vice-President Dick Cheney's former employer. But there are some less-well-known players here, too: DynCorp, MPRI, and ICI Oregon, which do everything from database work to intelligence-gathering."â •Business Week, 28 June 2004"The creeping military-industrial complex about which President Dwight Eisenhower warned us five decades ago has reached critical mass. In fact, P. W. Singer, a security analyst at the Brookings Institution, suggests that Ike would be flabbergasted by the recent proliferation of privatized military firms and their influence on public policy both here and abroad. Calling them the corporate evolution of old-fashioned mercenaries, Singer's illuminating new book, says they provide the service side of war rather than weapons."â •Christian Science Monitor, 14 August 2003"The first notable book on the subject."â •The Financial Times, 11 August 2003"Large-scale wars may still be the sole provenance of sovereign governments, but many countries are now quietly outsourcing smaller-scale functions to privatized military firms (PMFs), which do not carry the same political weight as national troops. These firms might build camps, provide supplies, or furnish combat troops, technical assistance, or expert consultants for training programs. This is a new area for policymakers to debate and scholars to explore. . . . This portrait of the military services industry is well documented with many footnotes and a lengthy bibliography."â •Library Journal, July 2003"After reading this book, it is impossible to see the landscape of insurgencies, civil wars, and inter-state wars the same way again. Peter Singer's book is a rare find: a study of the breakdown of the state monopoly on war that challenges basic assumptions in international relations theory; an exploration of the many different ways in which privatized military firms pose both problems and opportunities for policymakers; and a fascinating read for anyone interested in the changing nature of both international security and international politics."â •Anne-Marie Slaughter, Dean of the Woodrow Wilson School of Public and International Affairs, Princeton University"A must read for anyone interested in the art of war, *Corporate Warriors* is a fascinating analysis of a new, often secretive, global industry. Marked by impressive research, this path-breaking study describes a pattern of increasing reliance on private military firms by individuals, corporations, humanitarian groups,

governments, and international organizations. This is a masterful book that will appeal to students, scholars, policymakers, and lay readers alike."â •Stephanie G. Neuman, Director of the Comparative Defense Studies Program, Columbia University

P.W. Singer's *Corporate Warriors* is an excellent book about the world of private military firms (also called private military security contractors). When he wrote this, the United States was not yet involved in Iraq, let alone against ISIS. It was updated in 2008 as Barack Obama was running for president so it has been somewhat updated though not completely. It could definitely use another given the events of the past eight years. Nonetheless, it is an invaluable introduction to the subject (there are several newer books available now), a subject about which I knew very little going in. It presents a disturbing picture of the world in which private military firms are largely unregulated by both national and international law, presenting all sorts of potential difficulties. We have already seen some of these in the Abu Ghraib scandal and in the behavior of Blackwater during the Iraq War and subsequent occupation and civil war. Singer goes into great detail regarding the history and development of these contractors and the various uses for which they have been hired by our own and foreign governments. There is an example order of battle and a sample contract, both of which are very illuminating. It is heavily footnoted and you can tell Mr. Singer, who is known also for his books about robots and warfare and cybersecurity, did his homework. Highly recommended for anyone interested in the subject or in national security and foreign policy.

Mr Singer provides an excellent study of a millenia-old dynamic: the use of mercenaries in warfare. Of course, today's mercs are referred to in much different, politically-correct terms - but that doesn't change the basic principle on which these warrior-for-hire are founded. It is important, though, to understand the changes in the days even since Executive Outcomes, and the evolution that has taken place since then. This work, along with several other written in recent years, do a functional service to the global public by helping to educate those unfamiliar with this often misunderstood profession, its corporate backers, and the entities that hire them today. In my opinion, there is definitely a role for private military companies (call them what you will) in this modern world, and there is little question that - just as they were used 2,000 years ago - the mercenary will always have a role to play in international conflicts. Having attended some training at Blackwater and met Eric Prince (following 9/11, prior to Blackwater becoming a rent-a-cop's dream vacation), and having worked in the national security field, this subject is of intense interest to me, personally. This work furthered my knowledge on the subject and I think should be read by everyone who has an interest

in national and international security.

In *Corporate Warriors*, Singer provides historical background for the hiring of private military personnel and then describes their contemporary use globally. He notes that the employment of mercenary soldiers began thousands of years ago. But as modern states developed, governments moved to place all military forces under their control. Reliance on hired soldiers declined significantly by the beginning of the twentieth century. During the Cold War, U.S. and Soviet forces provided military assistance to the armies of developing nations reducing the inclination of those countries to hire mercenaries. Singer explains that changing economic and political conditions fostered the rise of modern private military companies. He notes that the market place has ended the state's monopoly over violence and that private military companies are now active all over the world. The hiring of private military companies appears to have increased for a number of reasons. The reduction of the U.S. armed forces after the end of the Cold War led to a renewed market for private military contractors. It may be cheaper for small or weak states to hire private military companies when they perceive the need for force rather than maintaining sizeable standing armies. Certain corporations and humanitarian groups may hire private military companies for protection in dangerous areas where local police are too few, too corrupt or too incompetent. Demobilization of armed forces after the end of the Cold War increased the availability of weapons and trained military personnel in search of new jobs. Singer also describes how the 2003 Iraq War provided new opportunities for private military companies. This book is a fascinating and enlightening examination of an internationally important topic..

P.W. Singer has presented a real world portrayal of the way military operations are trending. There is a much deeper story to be had in the operations that are supported as private companies that are true government operations that hide in plain view. Companies started, ran, and operated by the US government but stand opening as supposed private companies. I am not, in any way, saying that is bad. It provides total control over a situation by controlling all facets of the operation. The story is much more interesting but if truly told would hobble their efforts. A story that would stand so firmly as fiction that the truth could be boldly told and believed by no one. The public would find it absurd that such an operation could go unnoticed standing so openly for all to see. A job well done here in the book and to those that operate secretly in plain view. I enjoyed it... the book and ...

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