

BOOKS / LIVRES

On crisis management

Decision Making in the Atlantic Alliance : The **Management** of Political-Military Crises - Menlo Park, CA : Strategic Decisions Press, [s.d.]
x, 112 p. : ill.; 28 cm.

Author(s):

1. Chain, John T.
2. Dixon, Robert
3. Weissinger-Baylon, Roger

Subject(s):

1. DECISION MAKING--NATO
2. **CRISIS MANAGEMENT**--NATO

Notes:

'The papers in this volume were presented at the NATO Workshop on Political-Military Decision Making.'

* 496.3 /00260

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Crisis Decision Making in the Atlantic Alliance : Perspectives on Deterrence - Menlo Park, CA : Strategic Decisions Press, [s.d.]
var. pag. : ill.; 28 cm.

Author(s):

1. Merritt, Jack N.
2. Reed, Robert F.
3. Weissinger-Baylon, Roger

Subject(s):

1. **CRISIS MANAGEMENT**--NATO
2. DECISION MAKING--NATO
3. DETERRENCE (STRATEGY)--NATO

Notes:

'The papers in this volume were prepared for a NATO Workshop on Politico-Military Decision Making conducted on June 22-25, 1987, at Goodwood House, West Sussex, UK.'

* 496.3 /00261

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European **Crisis Management** and Defence : The Search for Capabilities -
Oxford, UK : Oxford University Press, 2002.

126 p.; 24 cm.

(Adelphi papers, 0567-932X ; 353)

ISBN: 0198527993

Author(s):

1. Hagman, Hans-Christian

Subject(s):

1. EU--ESDP
2. **CRISIS MANAGEMENT**--EU
3. NATO--EU

Added entry(s):

1. International Institute for Strategic Studies (GB)

Notes:

'How much more security is being generated by the NATO/EU capability initiatives and what new formulas can produce greater output ? Although the EU has become a net exporter of security and its members have a potentially wide security palette at their disposal, coordination and cooperation is at best embryonic, and often merely symbolic. This paper assesses the substance of military and civilian capability initiatives by both NATO and the EU, the development of EU instruments and capabilities, the prospects for a strategic EU-US partnership, and identifies the major challenges and opportunities in increasing European capabilities for conflict prevention and **crisis management**. The paper argues that the main opportunities for increasing European capabilities lie in expanding national and functional coordination and cooperation within Europe, enhancing the EU's strategic decision-making capabilities, developing the spectrum of European civilian and military **crisis management** capabilities, and establishing new pragmatic cooperation mechanisms between the EU and NATO.'

* 448 /00027

Moving Macedonia Toward Self-Sufficiency : A New Security Approach for NATO and the EU - Brussels : International Crisis Group, 2002.

iii, 28 p.; 30 cm.

(ICG Balkans Report ; 135)

Subject(s):

1. NATO--ARMED FORCES--FYROM
2. CRISIS MANAGEMENT--EU
3. FYROM--HISTORY--AUTONOMY AND INDEPENDENCE
MOVEMENTS

Added entry(s):

1. International Crisis Group (BE)

Notes:

<http://www.crisisweb.org/projects/balkans/macedonia/reports/A400823_15112002.pdf> accessed 26/11/02.

'The real progress toward political stability and internal security that has been made has largely been possible because of unprecedented cooperation between NATO, the US and the EU from the early days of the crisis in 2001. Whether through NATO or the EU, the international community needs to continue to help Macedonia during the transition period. NATO should, therefore, remain for six months or until such time as the EU is ready to assume the security functions, whichever period is shorter. This would give NATO a set departure date while ensuring a proper hand-over. As NATO draws down and the EU prepares to take over, the latter should also focus on complementary tasks to demonstrate its increased commitment to Macedonia. In particular, the EU and NATO should act now in tandems to address the gap in border control - probably the most vital remaining security issue - by deploying and protecting a sizeable EUMM contingent along the vulnerable Kosovo, Serbia and Albania borders.'

URI:

http://www.crisisweb.org/projects/balkans/macedonia/reports/A400823_15112002.pdf

* 496.3 /00340

Widening Participation in EU **Crisis Management** - Brussels : ISIS Europe, 2002.

12 p.; 30 cm.

(ISIS Europe Briefing Paper ; 26)

Author(s):

1. Baumgartner, Kelly

Subject(s):

1. **CRISIS MANAGEMENT**--EU
2. EU--ESDP

Added entry(s):

1. ISIS Europe

Notes:

'This paper assesses the mechanisms for third country participation in EU operations within the framework of the European Security and Defence Policy (ESDP). It shows how these mechanisms are less inclusive than those of the WEU and NATO and argues that if the EU is to encourage the participation of non-EU countries in its operations, it should deepen routine dialogue and allow for third-country participation in the decision-shaping process.'

* 327.5 /00400

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NATO Enters the 21st Century - London : Frank Cass, 2001.

189 p.; 23 cm.

ISBN: 0714681091

Subject(s):

1. NATO

Added entry(s):

1. Carpenter, Ted Galen, ed.

Notes:

Includes index.

'NATO's military intervention in Yugoslavia highlights the choices and problems confronting the alliance as it enters the new century. An alliance created to keep Western Europe out of the Soviet orbit during the Cold War has sought to reinvent itself as a '**crisis-management**' organization to suppress conflicts on Europe's periphery - and perhaps beyond. Is NATO suited to playing such a role, or is the alliance a Cold War anachronism ? How will Russia react to an enlarged NATO focused on out-of-area peacekeeping and conflict-prevention missions ? Are there alternative security institutions that might better address Europe's security needs in the post-Cold War era ?'

* 496 /00071

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Europe's New Defense Ambitions : Implications for NATO, the US, and Russia - Garmisch-Partenkirchen : George C. Marshall European Center for Security Studies, 2000.

vii, 40 p.; 23 cm.

(Marshall Center Papers ; 1)

ISBN: 1930831005

Author(s):

1. Ham, Peter van

Subject(s):

1. EUROPE--MILITARY POLICY
2. EU--ESDP
3. EUROPE--NATIONAL SECURITY

Added entry(s):

1. George C. Marshall European Center for Security Studies (DE)

Notes:

'At the European Union's Helsinki summit of December 1999, European leaders took a decisive step toward the development of a new Common European Security and Defense Policy aimed at giving the EU a stronger role in international affairs backed by a credible military force. This paper analyzes the processes leading to Helsinki by examining why and how this new European consensus on defense issues came about. It takes the pulse of the EU's emerging defense policy and touches upon the main controversies and challenges that still lie ahead. What are the national interests and driving forces behind it, and what steps still need to be taken to realize Europe's ambitions to achieve a workable European **crisis management** capability ? Particular attention is paid to the implications of an emerging European defense capability for the future of NATO, the transatlantic relationship, and the role of Russia in Europe.'

* 355.4 /01265

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Economic Globalization, International Organizations and **Crisis Management**: Contemporary and Historical Perspectives on Growth, Impact, and Evolution of Major Organizations in an Interdependent World - Berlin : Springer, 2000.

xii, 414 p. : ill.; 25 cm.

ISBN: 3540658637

Subject(s):

1. INTERNATIONAL ECONOMIC RELATIONS
2. INTERNATIONAL AGENCIES
3. INTERNATIONAL FINANCE

Added entry(s):

1. Tilly, Richard H., ed.
2. Welfens, Paul J. J., ed.

Notes:

Includes index.

'Economic globalization has intensified on the basis of new international links, especially in the field of foreign direct investment, financial capital flows and telecommunications liberalization. These and other developments have reinforced international interdependence and raise new issues for international organizations as well as for strategic behaviour of major actors. Based on historical perspectives of evolution of major organizations and the latest developments in the 1990s the analysis focus on financial market dynamics, monetary issues and labor market aspects. Reform options for selected international organizations are discussed including aspects of trade, foreign investment and international externalities. Game theoretic concepts are also applied.'

* 382 /00283

Beyond Kosovo : A Regional Approach to the Balkans - Washington :
Atlantic Council of the United States, 1999.

xi, 10 p. : ill.; 28 cm.

(Policy Paper)

Subject(s):

1. CONFLICT **MANAGEMENT**--BALKAN PENINSULA
2. YUGOSLAV WAR, 1991-1995--RECONSTRUCTION
3. KOSOVO (SERBIA)--HISTORY--CIVIL WAR, 1998-1999--
RECONSTRUCTION

Added entry(s):

1. Atlantic Council of the United States (US)

Notes:

'This paper aims to address the **crisis** in Kosovo by developing a regional approach toward future peace and prosperity of the entire Balkan region. It lists the essential components of an effective regional settlement and elaborates on security, economic, and political requirements. The members of the task force encountered two major areas of disagreement : the international treatment of Serbia and re-drawing borders in the region. This paper provides arguments for both the isolation of Serbia (with the exception of the humanitarian aid), and the augmentation of contact with the Serbian people. Some members of the task force argue for redrawing regional borders while others advocate promoting the status quo with enhanced regional cooperation.'

* 327.5 /00381

NATO Transformed : The Alliance's New Roles in International Security -
Washington : United States Institute of Peace Press, 1998.

xx, 450 p. : ill.; 23 cm.

ISBN: 187837981X

Author(s):

1. Yost, David Scott, 1948-

Subject(s):

1. NATO--NATIONAL SECURITY
2. COLLECTIVE SECURITY
3. CRISIS MANAGEMENT--NATO
4. NATO--ARMED FORCES
5. INTERNATIONAL PEACEKEEPING FORCES
6. NATO--ENLARGEMENT

Added entry(s):

1. US Institute of Peace

Notes:

Includes index.

'In this book, the author attempts to answer a simple, yet profound, question : has NATO transformed itself from a strictly collective defense alliance - states drawn together to defend against an external threat - to an organization that has embraced the much broader and more demanding functions of a collective security organization ? In answering this weightly question, the author delivers what foreign policy analysts and historians may come to consider an exemplary treatment of NATO's basic difficulty in defining its rationale in the post-Cold War era. As he explains, NATO remains essentially a collective defense organization, protecting its members from external military threats or coercion.'

* 496.3 /00317

Western Use of Coercive Diplomacy after the Cold War : A Challenge for Theory and Practice - Houndmills, UK : MacMillan, 1999.

xiii, 215 p.; 23 cm.

ISBN: 0312211910

Author(s):

1. Jakobsen, Peter Viggo

Subject(s):

1. CONFLICT MANAGEMENT
2. COERCIVE DIPLOMACY

Notes:

Bibliography: p. 184-206. Includes index.

'This book fills a gap in the literature on coercion and assesses the usefulness of coercive diplomacy in the post-Cold war era. The theoretical framework explains why coercive diplomacy politics succeed or fail, identifies the conditions under which Western states will be willing to back coercive strategies with use of limited force, and highlights how the need for collective action affects the use of coercion. The framework is tested empirically in analyses of the Gulf crisis, the Yugoslav wars and the Haiti crisis.'

* 327.5 /00371

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Diplomacy and Crisis Management in the Balkans : A US Foreign Policy Perspective - New York : St. Martin's Press, 1996.

xiv, 207 p.; 23 cm.

ISBN: 0312160585

Author(s):

1. Xhudo, Gazmen, 1965-

Notes:

'This study demonstrates that, in the post-Cold War era, US leadership becomes more crucial than ever. Through the adoption of a classical approach a case-study of diplomatic efforts vis-a-vis Albania and America's response to the crisis in Bosnia highlights the weakness of US policy in the former and its outright failure in the latter. Historical analysis demonstrates that recent violent nationalism in the Balkans did not suddenly erupt into violence. Instead, it remains dormant until power vacuums, the result of power politics, are created. The book seeks to show the history of Western, especially US policy failure and short-sightedness in the region and how past trends have invoked present failures and crises which have yet to be remedied.'

* 327 /00939

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NATO's Military in the Age of **Crisis Management** - London : Royal United Services Institute for Defence Studies, 1995.

73 p. : ill.; 22 cm.

(Whitehall Papers ; 29)

ISBN: 0855160993

Author(s):

1. Foster, Edward

Subject(s):

1. **CRISIS MANAGEMENT**--NATO
2. NATO--ARMED FORCES
3. INTERNATIONAL PEACEKEEPING FORCES

Added entry(s):

1. Royal United Services Institute for Defence Studies (GB)

* 496.3 /00270

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Avoiding the Brink : Theory and Practice in **Crisis Management** : A Study of the Programme in Arms Control and **Crisis Management** - London : Brassey's Defence Publications, 1990.

xii, 138 p.; 24 cm.

ISBN: 0080403743

Subject(s):

1. **CRISIS MANAGEMENT**

Added entry(s):

1. Goldberg, Andrew C., ed.
2. Opstal, Debra van, ed.
3. Barkley, James H., ed.

* 355.4 /00899

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Nuclear **crisis management** : a dangerous illusion - Ithaca, NY : Cornell University Press, 1987.

226 p. ; 25 cm.

(Cornell studies in security affairs)

ISBN: 0801419891

Author(s):

1. Lebow, Richard Ned

* 327.5 /00310

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National security **crisis** forecasting and **management** - Boulder, CO : Westview, 1984.

ix, 208 p. : ill. ; 23 cm.

(Westview replica edition)

ISBN: 0865319138

Subject(s):

1. INTERNATIONAL RELATIONS
2. NATIONAL SECURITY
3. FORECASTING

Added entry(s):

1. Hopple, Gerald W., ed.
2. Andriole, Stephen J., ed.
3. Freedy, Amos, ed.

* 355.4 /00573

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Crisis Management : The New Diplomacy - Boulogne/Seine : Atlantic Institute, 1966.

63 p.; 24 cm.

(Atlantic Papers)

Author(s):

1. Buchan, Alastair, 1918-1976

Subject(s):

1. **CRISIS MANAGEMENT**--NATO

Added entry(s):

1. Atlantic Institute (FR)

* 496.3 /00265

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A Study on **crisis management** - Philadelphia : Foreign Policy Research, 1964.

[var. pag.]; 28 cm.

Added entry(s):

1. University of Pennsylvania. Foreign Policy Research Institute (US)

Notes:

Includes bibliography

* 327.5 /00050

On conflict resolution :

Media, **Conflict** and Terrorism : Challenges of the Media in **Conflict** Prevention, **Conflict Resolution** and Post-**Conflict** Rehabilitation - Berlin : Deutsche Stiftung fur Internationale Entwicklung, 2002.

127 p.; 21 cm.

ISBN: 393406874X

Subject(s):

1. MASS MEDIA AND WAR
2. MASS MEDIA
3. TERRORISM
4. **CONFLICT** MANAGEMENT

Notes:

International Policy Dialogue, 7-8 May 2002, Bonn, Germany.

'This international policy dialogue was a contribution to the ongoing international debate on the specific responsibilities of the media and the challenges it faces in **conflict** prevention, **conflict resolution** and post-**conflict** rehabilitation. A particular focus of the dialogue was the 'lessons learnt', taking a closer look at those responsibilities and challenges, with a discussion of the problems the media has in civil wars, national, ethnic, religious **conflicts** and in reporting on the various forms of terrorism.'

* 659 /00085

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Preventive Diplomacy, Preventive Defense, and **Conflict Resolution** - New York : Carnegie Corporation of New York, 1999.

ix, 71 p.; 26 cm.

(Perspectives on Prevention)

Subject(s):

1. **CONFLICT** MANAGEMENT--USA

Added entry(s):

1. Carnegie Corporation of New York (US)

2. Carnegie Commission on Preventing Deadly **Conflict** (US)

Notes:

A Report of Two Conferences at Stanford University and the Ditchley Foundation.

'The meeting at Stanford had two goals : to explore ways in which the United States could, in cooperation with other nations and international organizations, enhance its capacity to contribute to international peace through preventive diplomacy and preventive defense; and to assess the utility of third-party, particularly US, preventive action in reducing the multiple dangers posed by the on-going ethnoterritorial **conflict** in Kashmir and the incipient nuclear rivalry between India and Pakistan. Altogether, this meeting of scholars and expert practitioners provided an assessment of preventive diplomacy and preventive defense.'

* 327.5 /00390

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Dictionary of **Conflict Resolution** - San Francisco : Jossey-Bass, 1999.

xxiv, 545 p.; 25 cm.

ISBN: 0787946796

Subject(s):

1. **CONFLICT** MANAGEMENT--DICTIONARIES

2. DISPUTE **RESOLUTION** (LAW)--USA--DICTIONARIES

Added entry(s):

1. Yarn, Douglas H., ed.

Notes:

Bibliography: p. 509-543.

'This dictionary contains terms and definitions for the field of **conflict** resolution.'

* 327.5 /00375 REF

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Planning for Intervention : International Cooperation in **Conflict** Management
- The Hague : Kluwer Law International, 1999.

ix, 224 p.; 24 cm.

ISBN: 904110643X

Author(s):

1. Chayes, Antonia Handler, 1929-
2. Chayes, Abram, 1922-

Subject(s):

1. INTERVENTION (INTERNATIONAL LAW)

Notes:

Includes index.

'This volume offers a radical and original strategy to change the way the problem of intervention into internal state **conflicts** is handled by the world community of nations. It examines both the failures and successes of intervention by the international community into the internal conflicts that are plaguing the post cold world. It examines the legal framework and the bureaucratic and political realities that govern intervention and helps to explain why performance has been so uneven. The strategy offered by the authors operates within the parameters of legal and political limits to improve effectiveness by increasing international cooperation. Although radical and original in the context of international intervention, it has strong precedents in both industry and in actual **conflict resolution**. It involves a move to decentralization of operations to the field, permitting those on the scene to exercise far greater responsibility than is now the case. It details models of success, and argues that effective decentralization can be institutionalized. For this proposed strategy to be effective, responsible leadership of international organizations and their member states requires reassurance. This reassurance can be provided by a process of systematic and joint planning for intervention performed at the highest level as well as by careful training within civilian agencies that deal with diplomacy or humanitarian services. All of the arguments and strategies developed by the authors are supported by rich examples developed from case studies of how to effectively accomplish their goal of mitigating the outbreaks of violent **conflicts** through improved international cooperation in intervention.'

* 341.2 /00255

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An Encyclopedic Dictionary of **Conflict** and **Conflict Resolution**, 1945-1996 -
Westport, CT : Greenwood Press, 1998.

x, 887 p.; 25 cm.

ISBN: 0313281122

Author(s):

1. Jessup, John E.

Subject(s):

1. **CONFLICTS**--DICTIONARIES
2. **CONFLICT** MANAGEMENT--DICTIONARIES

Notes:

Includes index.

* 327.3 /00576 REF

ARTICLES

Mediating International Crises : Cross-National and Experimental Perspectives.
JOURNAL OF CONFLICT RESOLUTION, vol. 47, no. 3, June 2003, p. 279-301.

ENGLISH

This study focuses on mediation as a means for mitigating or at least minimizing the potentially turbulent and violent consequences of international crises. Two main research questions are explored : (1) does mediation in general affect the dynamics and outcomes of crisis negotiations ? and (2) does the impact of mediation vary in accordance with mediator style ? Data are drawn from the International Crisis Behavior data set and from ongoing experimental work with human subjects. The historical data reveal that mediated crises are more typically characterized by compromise among crisis actors, are more likely to end in agreements, and show a tendency toward long-term tension reduction. The experimental research confirmed the relationship between mediation and the achievement of agreement and also revealed that mediation leads to crises of shorter duration and to greater satisfaction by the parties with the outcome. A manipulative mediation style is more likely to yield favorable crisis management outcomes than is a more restrictive facilitative style.

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Schmidseder, Karl
Die militärische Komponente im internationalen Krisenmanagement.
ÖSTERREICHISCHE MILITÄRISCHE ZEITSCHRIFT. 49. Jg., Heft 3, Mai - Juni 2002, S. 289-297.

GERMAN

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Prevention et gestion des crises.
ARMEMENT, no. 77, mars 2002, whole issue.

FRENCH

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Meckel, Markus

Kosovo Aftermath and Its Implications for Conflict Prevention and Crisis Management.

COMMITTEE REPORTS (NATO Parliamentary Assembly), 2000, 24 p. (491.6/24).

<http://www.nato-pa.int/publications/comrep>

ENGLISH

In various studies carried out since the end of the Kosovo conflict in June 1999 an attempt has been made to learn lessons from the Kosovo conflict. The main focus of attention seems to have been placed on the military dimension. As important as the military and policy lessons are, they tend to hide another dimension that is at least as important. The question as to what lessons can be learned from the failed crisis prevention measures of the past few years and how the crisis management efforts of the Western countries might be improved has not received sufficient attention. In addition to the fundamental problems of crisis prevention and crisis management this report also deals with questions regarding appropriate relations with Serbia and a political solution for Kosovo.

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Carmona, Robert

Place et role des forces terrestres dans la resolution des crises.

DEFENSE NATIONALE, 57e annee, no. 2, fevrier 2001, p. 72-87.

FRENCH

Le commandement de la doctrine et de l'enseignement militaire superieur de l'armee de terre (CDES) a organise un forum a l'Ecole militaire le 8 juin 2000. Destinee a ouvrir un large debat sur la place et le role des forces terrestres dans la resolution des crises, cette rencontre avait pris comme fil directeur le livret de libre reflexion recemment diffuse presentant la nouvelle approche doctrinale d'emploi de ses forces. L'action de celles-ci n'a pas pour but de gerer une situation de crise, mais d'y apporter des solutions viables et durables. Cette 'nouvelles logique' doit, en permanence, conjuguer deux modes operatoires : la maitrise de la violence visant la resolution et la stabilisation de la crise (et qui a constitue la toile de fond de ces debats); et l'action coercitive qui recherche la decision par un combat aeroterrestre.

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Cimbala, Stephen J.

Nuclear Crisis Management and Information Warfare.

PARAMETERS, vol. 29, no. 2, Summer 1999, p. 117-128.

ENGLISH

First, the author explains why the issue of nuclear deterrence remains significant after the Cold War. Second, he discusses what governments must do in order to perform successfully the crisis management function and the complexity inherent in accomplishing these tasks. Third, he identifies some of the ways in which information warfare may increase the difficulty of accomplishing those tasks necessary to reduce or eliminate the risks of failed crisis management, with attention to the special character of crises between nuclear-armed states. Fourth, he acknowledges that information warfare cannot be done away with, and is in some cases a desirable option for US policymakers. Therefore, the lion of infowar must be made compatible with the lamb of nuclear deterrence (or is it the reverse ?).

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Kriesel, Friedrich-Wilhelm

Informationsgewinnung, Krisenmanagement und Konfliktprvention : Instrumente der Sicherheitspolitik von Morgen.

EUROPAISCHE SICHERHEIT, 47. Jg., Nr. 12, Dezember 1998, S. 39-43.

GERMAN

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Fortuit, Jean-Claude

La gestion des crises internationales.

DEFENSE NATIONALE, 54eme annee, no. 6, juin 1998, p. 84-99.

FRENCH

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Munro, Alan

A New World Disorder ? : Crisis Management Post-Cold War.

RUSI JOURNAL, vol. 140, no. 1, February 1995, p. 17-21.

ENGLISH

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Duval, Marcel
Forces navales et controle des crises.
STRATEGIQUE, no. 56, 4e trimestre 1992, p. 295-308.

FRENCH

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Williams, Phil
Miscalculation, Crisis Management and the Falklands Conflict.
WORLD TODAY, vol. 39, no. 4, April 1983, p. 144-149.

ENGLISH

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Plantey, Alain
Quelques reflexions sur le traitement des crises.
STRATEGIQUE, no. 22, 2e trimestre 1984, p. 11-30.

FRENCH

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Plantey, Alain
La psychologie de crise.
DEFENSE NATIONALE, 44e annee, juin 1988, p. 17-30.

FRENCH

--

Pignon, Dominique
Crises et communications.
STRATEGIQUE, no. 32, 4e trimestre 1986, p. 5-59.

FRENCH

--

Outrey, Georges
La notion de crise.
DEFENSE NATIONALE, 40e annee, avril 1984, p. 9-22.

ENGLISH

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Crisis Management : Political and Military Considerations (3 Articles).
SURVIVAL, vol. 26, no. 5, September - October 1984, p. 200-223.

ENGLISH

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Intelligence and Crisis Forecasting.
ORBIS, vol. 27, no. 4, Winter 1983, p. 817-848.

ENGLISH

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Reiss, Mitchell
Crisis Management Mechanisms : How Much is Enough ?
ARMS CONTROL, vol. 10, no. 2, September 1989, p. 105-119.

ENGLISH

This article briefly examines the host of bilateral crisis management mechanisms that have been developed since 1963. It then looks at the original aspirations for the NRRC and criticise the assumptions upon which it was based. How the NRRC was established, and the distinctive functions it actually performs are then studied. Finally, four recommendations are offered that, if implemented, would enhance the ability of the US and Soviet Union to communicate with each other to prevent crises from occurring, or to manage them should they occur.

This article briefly examines the host of bilateral crisis management mechanisms that have been developed since 1963. It then looks at the original aspirations for the NRRC and criticise the assumptions upon which it was based. How the NRRC was established, and the distinctive functions it actually performs are then studied. Finally, four recommendations are offered that, if implemented, would enhance the ability of the US and Soviet Union to communicate with each other to prevent crises from occurring, or to manage them should they occur.