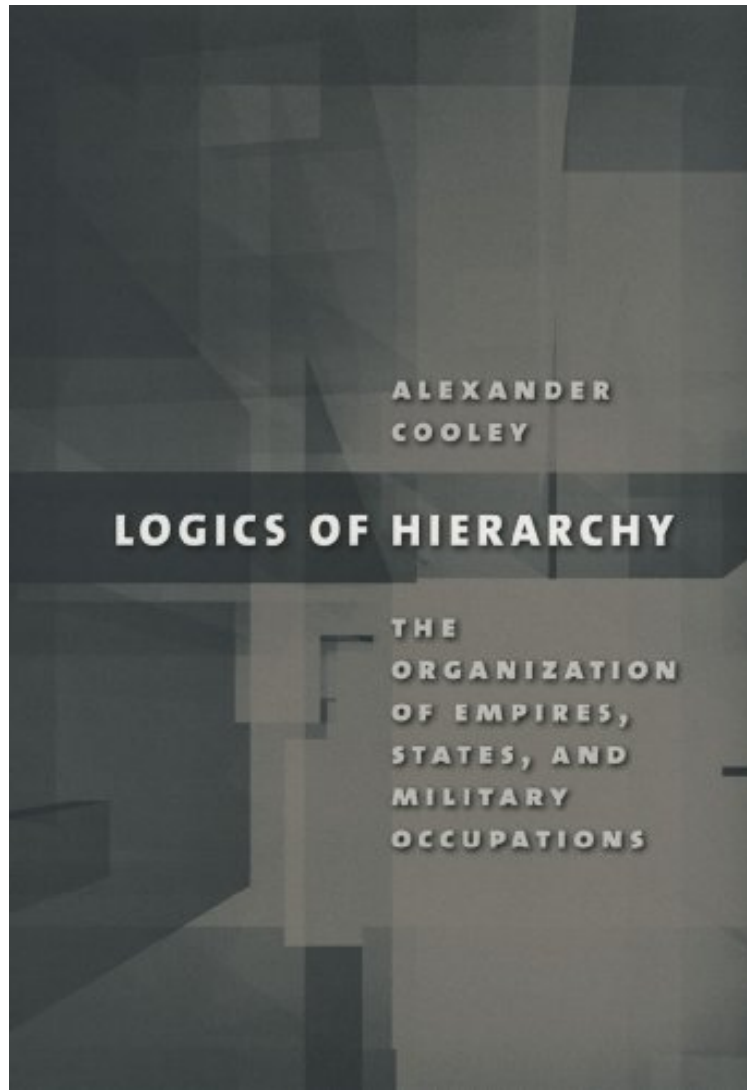


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Logics of Hierarchy: The Organization of Empires, States, and Military Occupation

Alexander Cooley

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Alexander Cooley : Logics of Hierarchy: The Organization of Empires, States, and Military Occupation before purchasing it in order to gauge whether or not it would be worth my time, and all praised Logics of Hierarchy: The Organization of Empires, States, and Military Occupation:

7 of 8 people found the following review helpful. Can the form of hierarchy explain success or failure of imperialism? By J. D. Morrow In his work, *State of Denial*, Bob Woodward has argued that the problems in the US occupation of Iraq stemmed from the fact that there was no cohesive plan. The strategy of the White House and the DOD to sit around on their hands was both counter-productive and dysfunctional. However, many others have argued

that graft by contractors (connected to the Vice-President or not), poor planning by the DOD or ill-advised declarations by the American viceroy could account for at least part of the problem. Yet, can all these problems be interrelated? Alexander Cooley believes so. Cooley draws from business historians Alfred Chandler and Oliver Williamson. He uses their theories of unitary governance versus multidivisional (U-Form vs. M-Form) to explain hierarchy within imperial organization. Chandler explained that the U-Form of Ford where division were broken down by function (accounting, engineering, marketing) made it difficult to compete with the M-Form of GM where each make (Chevy, Oldsmobile, Pontiac) had its own independence as separate divisions with functional departments for each. To Cooley imperial states have their own systems of rule in individual possessions, but general fit into either the U-Form or the M-Form, with some hybrids. He gives case studies into this idea. While Yugoslavia was generally viewed as a federation, Cooley shows that in many cases it was a Serbian imperial state. Until the death of Tito the non-Serbian states had independence of action in such things as local security, etc. (M-Form). Yet in the 1980s the Yugoslav Federal Army took more and more power away from the periphery. Therefore, it set up a U-Form construct. This U-form looked more and more imperialist to Bosniaks, Slovenes and Croats. M-Form construct appeared to give more general acceptance of imperialism, if the local administration was from the periphery. However, M-Form does not allow for real institutional change within a society. In the Soviet Union, sectors that were ruled by the local elites were less like to change and more likely to exist in a patron-client relationship. A brief look at current Central Asian states shows this patron-client relationship to be alive and well, while those portions of the administration that were ruled directly from Moscow are virtually defunct. In sum, it appears that the system of hierarchy (M-Form vs. U-Form) should be put in place based upon goals that are sought. A possession that is sought exclusively for ownership should be allowed to rule itself in a limited way (M-Form). While if real institutional change is sought, the center should rule the nation directly (U-Form). The question of form of hierarchy may be new considerations of policy makers in the future. I have three main problems with this book. Number one is he ignores a perfect case study: Somalia. The northern portion was British Somaliland ruled by an M-Form governance. Currently British Somaliland is a break away republic called Somaliland that is stable and reasonably democratic. Its patron-client relationships are indeed still in place like Central Asian M-Form sectors, as traditionally held in the clan based heer system. The South of Somalia, which includes Mogadishu was Italian Somaliland. It was ruled through a more U-Form governance from Rome. And, we all know how great Mogadishu is now. The number two problem I have with this book is that it is dull. It is works such as this that really give credence to my friends theory that political scientists are really historians that do not write well. My third problem with this book is that it is really DULL. I know that was number two but it's that dull. My suggestion is that if you are really interested in how this firm-based theory of hierarchy can be translated to international relations, you should read book but be prepared for a slog. If you are only mildly interested and have a staff - have one of them read it and produce a three-page bullet point report for you. In total, I give it three stars. The theory is fascinating and on that alone i would give it 4 stars, but the writing leaves much to be desired - perhaps its his disertation turned book. Did I mention it is dull?

Political science has had trouble generating models that unify the study of the formation and consolidation of various types of states and empires. The business-administration literature, however, has long experience in observing organizations. According to a dominant model in this field, business firms generally take one of two forms: unitary (U) or multidivisional (M). The U-form organizes its various elements along the lines of administrative functions, whereas the M-form governs its periphery according to geography and territory. In *Logics of Hierarchy*, Alexander Cooley applies this model to political hierarchies across different cultures, geographical settings, and historical eras to explain a variety of seemingly disparate processes: state formation, imperial governance, and territorial occupation. Cooley illustrates the power of this formal distinction with detailed accounts of the experiences of Central Asian republics in the Soviet and post-Soviet eras, and compares them to developments in the former Yugoslavia, the governance of modern European empires, Korea during and after Japanese occupation, and the recent U.S. occupation of Iraq. In applying this model, *Logics of Hierarchy* reveals the varying organizational ability of powerful states to promote institutional transformation in their political peripheries and the consequences of these formations in determining pathways of postimperial extrication and state-building. Its focus on the common organizational problems of hierarchical polities challenges much of the received wisdom about imperialism and postimperialism.

"In a bold thesis applied to a wide variety of contexts, Alexander Cooley argues that the distinction between forms of hierarchy is more important for politics than state actions or ideologies. The result is a work that challenges traditional categories of political analysis by disaggregating states, empires, and globalization into their constituent hierarchical forms." Mark Beissinger, University of Wisconsin-Madison "Carrying the new institutional economics forward not only to relations between states but also to issues of state size, form, and type, *Logics of Hierarchy* is a major contribution to international relations and comparative politics. Alexander Cooley deftly uses organizational theory to illuminate the contemporary restructuring of the post-Soviet political space and beyond." David A. Lake, University of California, San Diego "Alexander Cooley offers an extraordinary contribution to our understanding of post-Soviet

Central Asia, the collapse of Yugoslavia, the influence of Japanese colonialism on Korean development, the American occupation of Iraq, international monetary integration, tax havens, and credit-rating agencies. Cooley has developed a concise, elegant theoretical lens through which to view a truly astonishing array of international relations."Rawi Abdelal, Harvard Business School"Using a simple distinction in organizational form, Alexander Cooley explains sweeping variation in political institutions and outcomes. His analysis promises to make an important and controversial contribution to the study of not only empires and states but also global governance more generally."Deborah Avant, George Washington University"Alexander Cooley provides not only a comparative analysis of Central Asia during and after state socialism but also his observations about such seemingly disparate subjects as the 'great' empires of the past, the American experience in Iraq, and debates about the Yugoslav wars and Korean political economy. This is as unusual as it is welcome."Valerie Bunce, Professor of Government and the Aaron J. Binenkorb Professor of International Studies, Cornell UniversityFrom the Inside Flap"Alexander Cooley offers an extraordinary contribution to our understanding of post-Soviet Central Asia, the collapse of Yugoslavia, the influence of Japanese colonialism on Korean development, the American occupation of Iraq, international monetary integration, tax havens, and credit rating agencies. Cooley has developed a concise, elegant theoretical lens through which to view a truly astonishing array of international relations."mdash;Rawi Abdelal, Harvard Business School "Alexander Cooley provides not only a comparative analysis of Central Asia during and after state socialism but also his observations about such seemingly disparate subjects as the 'great' empires of the past, the American experience in Iraq, and debates about the Yugoslav wars and Korean political economy. This is as unusual as it is welcome."mdash;Valerie Bunce, Professor of Government and the Aaron J. Binenkorb Professor of International Studies, Cornell UniversityFrom the Back Cover"In a bold thesis applied to a wide variety of contexts, Alexander Cooley argues that the distinction between forms of hierarchy is more important for politics than state actions or ideologies. The result is a work that challenges traditional categories of political analysis by disaggregating states, empires, and globalization into their constituent hierarchical forms."--Mark Beissinger, University of Wisconsin-Madison "Carrying the new institutional economics forward not only to relations between states but also to issues of state size, form, and type, *Logics of Hierarchy* is a major contribution to international relations and comparative politics. Alexander Cooley deftly uses organizational theory to illuminate the contemporary restructuring of the post-Soviet political space and beyond. "--David A. Lake, University of California, San Diego "Alexander Cooley offers an extraordinary contribution to our understanding of post-Soviet Central Asia, the collapse of Yugoslavia, the influence of Japanese colonialism on Korean development, the American occupation of Iraq, international monetary integration, tax havens, and credit-rating agencies. Cooley has developed a concise, elegant theoretical lens through which to view a truly astonishing array of international relations."--Rawi Abdelal, Harvard Business School "Using a simple distinction in organizational form, Alexander Cooley explains sweeping variation in political institutions and outcomes. His analysis promises to make an important and controversial contribution to the study of not only empires and states but also global governance more generally." --Deborah Avant, George Washington University "Alexander Cooley provides not only a comparative analysis of Central Asia during and after state socialism but also his observations about such seemingly disparate subjects as the 'great' empires of the past, the American experience in Iraq, and debates about the Yugoslav wars and Korean political economy. This is as unusual as it is welcome."--Valerie Bunce, Professor of Government and the Aaron J. Binenkorb Professor of International Studies, Cornell University