

Naval War College Review

Volume 21
Number 3 *March*

Article 17

1968

The Sea in Modern Strategy

D. J. Kershaw

Laurence W. Martin

Follow this and additional works at: <https://digital-commons.usnwc.edu/nwc-review>

Recommended Citation

Kershaw, D. J. and Martin, Laurence W. (1968) "The Sea in Modern Strategy," *Naval War College Review*: Vol. 21 : No. 3 , Article 17.
Available at: <https://digital-commons.usnwc.edu/nwc-review/vol21/iss3/17>

This Book Review is brought to you for free and open access by the Journals at U.S. Naval War College Digital Commons. It has been accepted for inclusion in Naval War College Review by an authorized editor of U.S. Naval War College Digital Commons. For more information, please contact repository.inquiries@usnwc.edu.

profits. Instead of seeking to maximize profits, the technostructure plans for growth. The heart of Galbraith's argument is that the large corporation develops because only large-scale organizations of capital and specialized skills are able to harness modern technology. This, in turn, involves such a large commitment of resources (including time) that the modern corporation cannot depend on the vagaries of the marketplace. Hence, it replaces the market by planning and "managing" its costs, sales, and profits. Of especial importance is the management of demand or control of consumer behavior through the design of marketing strategies involving mass advertising, packaging, and product development. This theme was more fully developed in his previous book *The Affluent Society*. Galbraith also alleges that there exists an intimate set of connections between the industrial system and Government to form the "industrial state." Corporations depend on Government to stabilize demand at high levels of employment, to finance research and development, to provide a market of high-technology products (especially military hardware and systems), and to train the scientists, technicians, and managers who comprise the technostructure.

Galbraith's thesis will persuade many readers and perhaps some economists. The style is ironical, witty, at times graceful, and frequently sarcastic — the expected hallmark of this author. In general, Galbraith is long on assertions and gratuitous attacks against the "conventional economic wisdom," but short on empirical data to support his contentions. Despite this drawback (or possibly because of it), *The New Industrial State* is an important book. All those who are interested in the workings of the American economy should read it. But they

should read it with a Galbraithian sense of skepticism.

F. R. ROOT
Chair of Economics

Martin, Laurence W. *The Sea in Modern Strategy*. New York: Praeger, 1967. 190 p.

As explained in the Preface to this study, Mr. Martin has attempted to fill a gap in the current literature on strategy, that is, the place of seapower in today's strategy. He has done a remarkable job in achieving this aim. After placing naval forces in the modern context with a brief historical review, the author discusses the role of present-day navies from three aspects: general war and nuclear deterrence, limited war (both land and sea), and cold war contingencies. Then a very timely study of the effect of increasing costs and commitments on ship design and procurement is presented, and a look into the next two decades of naval power follows. Among the many valuable features of this very readable book are a comprehensive discussion of the value of aircraft carriers in limited war and cold war diplomacy, comparisons of nuclear and conventional power for surface ships, problems presented to the major seapowers by smaller nations' navies, and a consideration of the present ASW problem. Various issues faced and conclusions reached by the author will have been considered by the professional naval officer, but it is doubtful if an analysis of the "big picture" has been available in such concise form elsewhere. *The Sea in Modern Strategy* is highly recommended as a basic up-to-date naval strategy text for all naval officers and for all others interested in an understanding of the importance of seapower.

D. J. KERSHAW
Commander, U.S. Navy