

3m stock split history

3M Stock Split History: A Comprehensive Analysis

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Abstract: This in-depth analysis delves into the complete 3M stock split history, examining the various methodologies and approaches employed by the company over the years. We'll explore the rationale behind these splits, their impact on shareholder value, and the broader implications for investors considering a position in 3M stock. Understanding the 3m stock split history provides crucial context for evaluating the long-term performance and future prospects of this established multinational conglomerate.

1. Introduction to 3M Stock Split History

3M, a global science company known for its diverse portfolio of innovative products, has a rich history that includes a significant number of stock splits. These splits, a fundamental corporate action, have played a crucial role in shaping the company's shareholder base and influencing its overall market capitalization. Analyzing the 3m stock split history allows investors to gain a deeper understanding of the company's growth trajectory and strategic decisions over time.

2. Methodology for Analyzing 3M Stock Split History

Analyzing the 3m stock split history requires a multi-faceted approach. We will utilize publicly available data, including financial statements and historical stock price data from reputable sources like the New York Stock Exchange (NYSE) and financial data providers such as Bloomberg and Refinitiv. The analysis will focus on:

Identifying all stock splits: Determining the dates, ratios, and associated announcements for each split.

Assessing the market context: Examining the macroeconomic environment and 3M's financial performance surrounding each split.

Evaluating the impact on shareholder value: Analyzing the stock price behavior before and after each split to determine its effect on investor returns.

Comparing to industry peers: Benchmarking 3M's split history against those of comparable companies to identify any patterns or industry trends.

3. A Detailed Timeline of 3M Stock Splits

(Note: A detailed table with dates, split ratios, and relevant market context for each 3M stock split would be included here. This table would need to be populated with accurate data from reliable sources. Due to the limitations of this text-based response, I cannot create this extensive table. However, this section would form the core of the article, presenting the historical data in a clear, organized manner.)

This section would comprehensively list each stock split, including the date, ratio (e.g., 2-for-1, 3-for-2), and any related press releases or announcements. It would also include information on the stock price before and after each split, allowing for an assessment of the immediate market reaction.

4. Rationale Behind 3M's Stock Split Decisions

Understanding the reasons behind 3M's stock split decisions is crucial to a complete analysis. These decisions are typically driven by a combination of factors:

Increased Liquidity: Stock splits make shares more affordable, broadening the potential investor base and increasing trading volume. This can improve market liquidity and reduce price volatility.

Enhanced Accessibility: Lower share prices make it easier for smaller investors to participate in the company's ownership.

Signaling Growth: A stock split can be viewed as a positive signal to the market, indicating management's confidence in the company's future growth prospects.

Maintaining Share Price Range: Companies may split their stock to keep its price within a desirable trading range, making it more attractive to a wider range of investors.

5. Impact of 3M Stock Splits on Shareholder Value

The impact of stock splits on shareholder value is a complex issue. While splits themselves don't directly increase the intrinsic value of the company, they can indirectly influence shareholder returns through increased trading volume, broader investor participation, and improved market liquidity. This section would analyze the historical data from the timeline to assess the actual impact of each split on 3M's stock price performance in the short-term and long-term.

6. Comparing 3M's Stock Split History to Industry Peers

This section would compare 3M's 3m stock split history to those of its major competitors in the industrial and chemical sectors. This comparative analysis

would help to identify industry trends in stock split practices and assess whether 3M's approach has been in line with or deviated from industry norms.

7. Implications for Investors

Understanding the 3m stock split history is crucial for investors evaluating 3M's potential. While past performance is not indicative of future results, the historical data provides valuable context for assessing the company's growth trajectory, management decisions, and overall investment attractiveness. This section would discuss the implications of the analysis for investors considering adding 3M to their portfolios.

Conclusion

Analyzing the 3m stock split history reveals a strategic approach by 3M to enhance shareholder value and broaden its investor base. While stock splits themselves do not directly create value, they can contribute to increased liquidity, accessibility, and a more favorable trading environment. By understanding the historical context and the rationale behind these corporate actions, investors can gain a more complete picture of 3M's growth trajectory and make more informed investment decisions.

FAQs

1. What is the significance of a stock split? Stock splits increase the number of outstanding shares, lowering the price per share without altering the company's overall market capitalization.
1. Does a stock split increase shareholder wealth? A stock split doesn't directly increase wealth; it simply divides existing shares. However, increased liquidity and accessibility may lead to higher demand and potentially increased value over time.
1. How often does 3M typically split its stock? The frequency of 3M's stock splits has varied over time; reviewing the historical data will show the intervals between splits.
1. What factors influenced 3M's decisions to split its stock? Factors like maintaining a desirable share price range, improving liquidity, and attracting a broader investor base influenced 3M's stock split decisions.
1. What was the impact of the most recent 3M stock split? (This requires updating with data on the most recent split and its impact.)

1. Can I find historical 3M stock split data online? Yes, this data is available from reputable financial websites and data providers like Yahoo Finance, Google Finance, and Bloomberg.
1. How does 3M's stock split history compare to its competitors? (This requires a comparison with competitor data, which is not provided in this response.)
1. Should I buy 3M stock based on its split history? The stock split history is only one factor to consider. A thorough fundamental and technical analysis is required before any investment decision.
1. What are the potential risks associated with investing in 3M? Investing in any stock involves risk. Conduct thorough due diligence before investing in 3M or any other company.

Related Articles:

1. 3M's Dividend History and its Correlation with Stock Splits: This article explores the relationship between 3M's dividend payouts and its stock split history.
1. The Impact of Macroeconomic Factors on 3M's Stock Split Decisions: This analysis investigates how macroeconomic conditions influenced 3M's decision-making regarding stock splits.
1. A Comparative Analysis of 3M's Stock Split Strategy with Dow Jones Industrial Average Companies: This article compares 3M's approach to stock splits with other major companies in the Dow Jones Industrial Average.
1. The Role of Stock Splits in 3M's Growth Trajectory: This study examines how stock splits contributed to 3M's overall growth and market expansion.

1. 3M's Stock Price Performance Before and After Stock Splits: A detailed analysis of the immediate and long-term effects of 3M's stock splits on its share price.
1. Investor Sentiment Surrounding 3M Stock Splits: This article explores investor reaction and sentiment surrounding 3M's historical stock splits.
1. A Case Study of 3M's Stock Split Strategy: A deep dive into 3M's stock split decisions, examining their rationale and consequences.
1. The Effects of Stock Splits on 3M's Shareholder Base: This article examines how stock splits broadened 3M's shareholder base and diversified ownership.
1. Forecasting Future Stock Splits for 3M: This article uses various financial models to attempt to forecast the likelihood of future stock splits by 3M.

(Note: The related articles listed above are hypothetical. Actual articles would require extensive research and data analysis.)

3m stock split history: *A Century of Innovation* 3M Company, 2002 A compilation of 3M voices, memories, facts and experiences from the company's first 100 years.

3m stock split history: Billboard , 1972-02-26 In its 114th year, Billboard remains the world's premier weekly music publication and a diverse digital, events, brand, content and data licensing platform. Billboard publishes the most trusted charts and offers unrivaled reporting about the latest music, video, gaming, media, digital and mobile entertainment issues and trends.

3m stock split history: Exposure Robert Bilott, 2020-07-14 "For Erin Brockovich fans, a David vs. Goliath tale with a twist" (The New York Times Book Review)—the incredible true story of the lawyer who spent two decades building a case against DuPont for its use of the hazardous chemical PFOA, uncovering the worst case of environmental contamination in history—affecting virtually every person on the planet—and the conspiracy that kept it a secret for sixty years. The story that inspired *Dark Waters*, the major motion picture from Focus Features starring Mark Ruffalo and Anne Hathaway, directed by Todd Haynes. 1998: Rob Bilott is a young lawyer specializing in helping big corporations stay on the right side of environmental laws and regulations. Then he gets a phone call from a West Virginia farmer named Earl Tennant, who is convinced the creek on his property is being poisoned by runoff from a neighboring DuPont landfill, causing his cattle and the surrounding wildlife to die in hideous ways. Earl hasn't even been able to get a water sample tested by any state or federal regulatory agency or find a local lawyer willing to take the case. As soon as they hear the

name DuPont—the area’s largest employer—they shut him down. Once Rob sees the thick, foamy water that bubbles into the creek, the gruesome effects it seems to have on livestock, and the disturbing frequency of cancer and other health problems in the area, he’s persuaded to fight against the type of corporation his firm routinely represents. After intense legal wrangling, Rob ultimately gains access to hundreds of thousands of pages of DuPont documents, some of them fifty years old, that reveal the company has been holding onto decades of studies proving the harmful effects of a chemical called PFOA, used in making Teflon. PFOA is often called a “forever chemical,” because once in the environment, it does not break down or degrade for millions of years, contaminating the planet forever. The case of one farmer soon spawns a class action suit on behalf of seventy thousand residents—and the shocking realization that virtually every person on the planet has been exposed to PFOA and carries the chemical in his or her blood. What emerges is a riveting legal drama “in the grand tradition of Jonathan Harr’s *A Civil Action*” (Booklist, starred review) about malice and manipulation, the failings of environmental regulation; and one lawyer’s twenty-year struggle to expose the truth about this previously unknown—and still unregulated—chemical that we all have inside us.

3m stock split history: Historical Painting Techniques, Materials, and Studio Practice Arie Wallert, Erma Hermens, Marja Peek, 1995-08-24 Bridging the fields of conservation, art history, and museum curating, this volume contains the principal papers from an international symposium titled Historical Painting Techniques, Materials, and Studio Practice at the University of Leiden in Amsterdam, Netherlands, from June 26 to 29, 1995. The symposium—designed for art historians, conservators, conservation scientists, and museum curators worldwide—was organized by the Department of Art History at the University of Leiden and the Art History Department of the Central Research Laboratory for Objects of Art and Science in Amsterdam. Twenty-five contributors representing museums and conservation institutions throughout the world provide recent research on historical painting techniques, including wall painting and polychrome sculpture. Topics cover the latest art historical research and scientific analyses of original techniques and materials, as well as historical sources, such as medieval treatises and descriptions of painting techniques in historical literature. Chapters include the painting methods of Rembrandt and Vermeer, Dutch 17th-century landscape painting, wall paintings in English churches, Chinese paintings on paper and canvas, and Tibetan thangkas. Color plates and black-and-white photographs illustrate works from the Middle Ages to the 20th century.

3m stock split history: A History of the Theory of Investments Mark Rubinstein, 2011-09-02 This exceptional book provides valuable insights into the evolution of financial economics from the perspective of a major player. -- Robert Litzenberger, Hopkinson Professor Emeritus of Investment Banking, Univ. of Pennsylvania; and retired partner, Goldman Sachs A History of the Theory of Investments is about ideas -- where they come from, how they evolve, and why they are instrumental in preparing the future for new ideas. Author Mark Rubinstein writes history by rewriting history. In unearthing long-forgotten books and journals, he corrects past oversights to assign credit where credit is due and assembles a remarkable history that is unquestionable in its accuracy and unprecedented in its power. Exploring key turning points in the development of investment theory, through the critical prism of award-winning investment theory and asset pricing expert Mark Rubinstein, this groundbreaking resource follows the chronological development of investment theory over centuries, exploring the inner workings of great theoretical breakthroughs while pointing out contributions made by often unsung contributors to some of investment's most influential ideas and models.

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3m stock split history: International Convergence of Capital Measurement and Capital Standards , 2004

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carried out by rival labs who worked against the known laws of nature, with no guarantee of success or safety. Acclaimed scientist and sci-fi author John Drury Clark writes with irreverent and eyewitness immediacy about the development of the explosive fuels strong enough to negate the relentless restraints of gravity. The resulting volume is as much a memoir as a work of history, sharing a behind-the-scenes view of an enterprise which eventually took men to the moon, missiles to the planets, and satellites to outer space. A classic work in the history of science, and described as “a good book on rocket stuff...that’s a really fun one” by SpaceX founder Elon Musk, readers will want to get their hands on this influential classic, available for the first time in decades.

3m stock split history: BioScan , 2009

3m stock split history: The Man Who Broke Capitalism David Gelles, 2022-05-31 New York Times Bestseller New York Times reporter and “Corner Office” columnist David Gelles reveals legendary GE CEO Jack Welch to be the root of all that’s wrong with capitalism today and offers advice on how we might right those wrongs. In 1981, Jack Welch took over General Electric and quickly rose to fame as the first celebrity CEO. He golfed with presidents, mingled with movie stars, and was idolized for growing GE into the most valuable company in the world. But Welch’s achievements didn’t stem from some greater intelligence or business prowess. Rather, they were the result of a sustained effort to push GE’s stock price ever higher, often at the expense of workers, consumers, and innovation. In this captivating, revelatory book, David Gelles argues that Welch single-handedly ushered in a new, cutthroat era of American capitalism that continues to this day. Gelles chronicles Welch’s campaign to vaporize hundreds of thousands of jobs in a bid to boost profits, eviscerating the country’s manufacturing base and destabilizing the middle class. Welch’s obsession with downsizing—he eliminated 10% of employees every year—fundamentally altered GE and inspired generations of imitators who have employed his strategies at other companies around the globe. In his day, Welch was corporate America’s leading proponent of mergers and acquisitions, using deals to gobble up competitors and giving rise to an economy that is more concentrated and less dynamic. And Welch pioneered the dark arts of “financialization,” transforming GE from an admired industrial manufacturer into what was effectively an unregulated bank. The finance business was hugely profitable in the short term and helped Welch keep GE’s stock price ticking up. But ultimately, financialization undermined GE and dozens of other Fortune 500 companies. Gelles shows how Welch’s celebrated emphasis on increasing shareholder value by any means necessary (layoffs, outsourcing, offshoring, acquisitions, and buybacks, to name but a few tactics) became the norm in American business generally. He demonstrates how that approach has led to the greatest socioeconomic inequality since the Great Depression and harmed many of the very companies that have embraced it. And he shows how a generation of Welch acolytes radically transformed companies like Boeing, Home Depot, Kraft Heinz, and more. Finally, Gelles chronicles the change that is now afoot in corporate America, highlighting companies and leaders who have abandoned Welchism and are proving that it is still possible to excel in the business world without destroying livelihoods, gutting communities, and spurning regulation.

3m stock split history: Fund Spy Russel Kinnel, 2009-03-23 Author Russel Kinnel walks readers through the handful of key factors they need to pick winning funds. Armed with the quantitative data and qualitative research, they will gain the confidence to pick great funds for the long-term. This book will be accompanied by a web-based tool created by Morningstar, which will enable readers to evaluate their own funds using Kinnel's criteria. Written in a fun and accessible manner, The Fund Spy offers Kinnel's unique insight as a 14-year Morningstar fund analyst. He speaks plainly about the conflicts that can go against investors' interests, explaining how to avoid traps and push out the slick sales pitches facing today's investors. He also offers several 10 lists, which provide quick answers to investors' most common questions (e.g., the Top 10 Funds to Recommend to Relatives, the 10 Best Contrarian Managers, the 10 Most Overrated Managers).

3m stock split history: Strategy and Command Louis Morton, 2015-07-11 For the United States, full involvement in World War II began and ended in the Pacific Ocean. Although the accepted grand strategy of the war was the defeat of Germany first, the sweep of Japanese victory in

the weeks and months after Pearl Harbor impelled the United States to move as rapidly as it could to stem the enemy tide of conquest in the Pacific. Shocked as they were by the initial attack, the American people were also united in their determination to defeat Japan, and the Pacific war became peculiarly their own affair. In this great theater it was the United States that ran the war, and had the determining voice in answering questions of strategy and command as they arose. The natural environment made the prosecution of war in the Pacific of necessity an interservice effort, and any real account of it must, as this work does, take into full account the views and actions of the Navy as well as those of the Army and its Air Forces. These are the factors—a predominantly American theater of war covering nearly one-third the globe, and a joint conduct of war by land, sea, and air on the largest scale in American history—that make this volume on the Pacific war of particular significance today. It is the capstone of the eleven volumes published or being published in the Army's World War II series that deal with military operations in the Pacific area, and it is one that should command wide attention from the thoughtful public as well as the military reader in these days of global tension.

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3m stock split history: *Foundations of Data Science* Avrim Blum, John Hopcroft, Ravindran Kannan, 2020-01-23 This book provides an introduction to the mathematical and algorithmic foundations of data science, including machine learning, high-dimensional geometry, and analysis of large networks. Topics include the counterintuitive nature of data in high dimensions, important linear algebraic techniques such as singular value decomposition, the theory of random walks and Markov chains, the fundamentals of and important algorithms for machine learning, algorithms and analysis for clustering, probabilistic models for large networks, representation learning including topic modelling and non-negative matrix factorization, wavelets and compressed sensing. Important probabilistic techniques are developed including the law of large numbers, tail inequalities, analysis of random projections, generalization guarantees in machine learning, and moment methods for analysis of phase transitions in large random graphs. Additionally, important structural and complexity measures are discussed such as matrix norms and VC-dimension. This book is suitable for both undergraduate and graduate courses in the design and analysis of algorithms for data.

3m stock split history: *Investor* , 1956

3m stock split history: *Environmental History of Water* Petri S. Juuti, Tapio Katko, H. Vuorinen, 2007-02-01 The World Water Development Report 2003 pointed out the extensive problem that: 'Sadly, the tragedy of the water crisis is not simply a result of lack of water but is, essentially, one of poor water governance.' Cross-sectional and historical intra-national and international comparisons have been recognized as a valuable method of study in different sectors of human life,

including technologies and governance. Environmental History of Water fills this gap, with its main focus being on water and sanitation services and their evolution. Altogether 34 authors have written 30 chapters for this multidisciplinary book which divides into four chronological parts, from ancient cultures to the challenges of the 21st century, each with its introduction and conclusions written by the editors. The authors represent such disciplines as history of technology, history of public health, public policy, development studies, sociology, engineering and management sciences. This book emphasizes that the history of water and sanitation services is strongly linked to current water management and policy issues, as well as future implications. Geographically the book consists of local cases from all inhabited continents. The key penetrating themes of the book include especially population growth, health, water consumption, technological choices and governance. There is great need for general, long-term analysis at the global level. Lessons learned from earlier societies help us to understand the present crisis and challenges. This new book, Environmental History of Water, provides this analysis by studying these lessons.

3m stock split history: Mergent International Manual , 2009

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3m stock split history: Luboml Berl Kagan, Nathan Sobel, 1997 The story of the former Polish-Jewish community (shtetl) of Luboml, Wołyń, Poland. Its Jewish population of some 4,000,

dating back to the 14th century, was exterminated by the occupying German forces and local collaborators in October, 1942. Luboml was formerly known as Lyuboml, Volhynia, Russia and later Lyuboml, Volyns'ka, Ukraine. It was also know by its Yiddish name: Libivne.

3m stock split history: Good Work Howard E Gardner, Mihaly Csikszentmihaihi, William Damon, 2008-08-01 What does it mean to carry out good work? What strategies allow people to maintain moral and ethical standards at a time when market forces have unprecedented power and work life is being radically altered by technological innovation? These questions lie at the heart of this eagerly awaited new book. Focusing on genetics and journalism-two fields that generate and manipulate information and thus affect our lives in myriad ways-the authors show how in their quest to build meaningful careers successful professionals exhibit humane creativity, high-level performance coupled with social responsibility. Over the last five years the authors have interviewed over 100 people in each field who are engaged in cutting-edge work, probing their goals and visions, their obstacles and fears, and how they pass on their most cherished practices and values. They found sharp contrasts between the two fields. Until now, geneticists' values have not been seriously challenged by the demands of their work world, while journalists are deeply disillusioned by the conflict between commerce and ethics. The dilemmas these professionals face and the strategies they choose in their search for a moral compass offer valuable guidance on how all persons can transform their professions and their lives. Enlivened with stories of real people facing hard decisions, Good Work offers powerful insight into one of the most important issues of our time and, indeed, into the future course of science, technology, and communication.

3m stock split history: Time Briton Hadden, Henry Robinson Luce, 1961

3m stock split history: Misbehaving: The Making of Behavioral Economics Richard H. Thaler, 2015-05-11 Winner of the Nobel Prize in Economics Get ready to change the way you think about economics. Nobel laureate Richard H. Thaler has spent his career studying the radical notion that the central agents in the economy are humans—predictable, error-prone individuals. Misbehaving is his arresting, frequently hilarious account of the struggle to bring an academic discipline back down to earth—and change the way we think about economics, ourselves, and our world. Traditional economics assumes rational actors. Early in his research, Thaler realized these Spock-like automatons were nothing like real people. Whether buying a clock radio, selling basketball tickets, or applying for a mortgage, we all succumb to biases and make decisions that deviate from the standards of rationality assumed by economists. In other words, we misbehave. More importantly, our misbehavior has serious consequences. Dismissed at first by economists as an amusing sideshow, the study of human miscalculations and their effects on markets now drives efforts to make better decisions in our lives, our businesses, and our governments. Coupling recent discoveries in human psychology with a practical understanding of incentives and market behavior, Thaler enlightens readers about how to make smarter decisions in an increasingly mystifying world. He reveals how behavioral economic analysis opens up new ways to look at everything from household finance to assigning faculty offices in a new building, to TV game shows, the NFL draft, and businesses like Uber. Laced with antic stories of Thaler's spirited battles with the bastions of traditional economic thinking, Misbehaving is a singular look into profound human foibles. When economics meets psychology, the implications for individuals, managers, and policy makers are both profound and entertaining. Shortlisted for the Financial Times & McKinsey Business Book of the Year Award

3m stock split history: The Maverick Luke Johnson, 2007 For eight years between 1998 and 2006, Luke Johnson wrote a regular column as The Maverick in The Sunday Telegraph. His short, pithy essays tackled subjects ranging from rich lists to bankrupt companies, from high finance to investment techniques, from philanthropy to trophy wives, bringing a practitioner's eye to the commercial world

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thousands of individual stocks to help readers readjust to the economic climate in 2005.

3m stock split history: The Conservation of Cave 85 at the Mogao Grottoes, Dunhuang Neville Agnew, Lori Wong, 2014-02-01 The Mogao Grottoes, a World Heritage Site in northwestern China, are located along the ancient caravan routes—collectively known as the Silk Road—that once linked China with the West. Founded by a Buddhist monk in the late fourth century, Mogao flourished over the following millennium, as monks, local rulers, and travelers commissioned hundreds of cave temples cut into a mile-long rock cliff and adorned them with vibrant murals. More than 490 decorated grottoes remain, containing thousands of sculptures and some 45,000 square meters of wall paintings, making Mogao one of the world's most significant sites of Buddhist art. In 1997 the Getty Conservation Institute, which had been working with the Dunhuang Academy since 1989, began a case study using the Late-Tang dynasty Cave 85 to develop a methodology that would stabilize the deteriorating wall paintings. This abundantly illustrated volume is the definitive report on the project, which was completed in 2010.

3m stock split history: Ethiopian Semitic: Studies in Classification Robert Hetzron, 1972

3m stock split history: **100 Best Stocks (2004)** John Slatter, 2003-10-01 Slatter's new edition offers invaluable tools for getting serious about stock investments.

3m stock split history: **The 3M Way to Innovation** Ernest Gundling, 2000 Gundling traces the reasons for 3M's astounding success.

3m stock split history: **The Global Economy as You've Never Seen It: 99 Ingenious Infographics That Put It All Together** Thomas Ramge, Jan Schwochow, 2018-10-23 THIS EBOOK IS FOR TABLETS AND OTHER LARGE SCREENS. Please use pan and zoom to explore the detailed infographics. An ingeniously conceived tour of the global economy and all its key components, illuminated one by one in 99 large-scale, full-color The economy is a complex, world-spanning, layer-upon-layer-upon-layer behemoth: One could argue that almost every aspect of our lives is connected to the realms of business and finance. And yet few of us truly understand it—even the world's foremost economists can't seem to agree on how it runs. The Global Economy as You've Never Seen It presents 99 brilliant infographics that everyone can understand. From start-ups to monopolies, from trade agreements to theory, author Thomas Ramge and infographic specialist Jan Schwochow bring every facet of the economic web to life. Economics connects us all, from what we buy, to how we buy it, who made it, and where. See the economy differently—and the world.

3m stock split history: The Russian Way of War Lester W. Grau, Charles K. Bartles, 2018 Force Structure, Tactics, and Modernization of the Russian Ground Forces The mighty Soviet Army is no more. The feckless Russian Army that stumbled into Chechnya is no more. Today's Russian Army is modern, better manned, better equipped and designed for maneuver combat under nuclear-threatened conditions. This is your source for the tactics, equipment, force structure and theoretical underpinnings of a major Eurasian power. Here's what the experts are saying: A superb baseline study for understanding how and why the modern Russian Army functions as it does. Essential for specialist and generalist alike. -Colonel (Ret) David M. Glantz, foremost Western author on the Soviet Union in World War II and Editor of The Journal of Slavic Military Studies. Congratulations to Les Grau and Chuck Bartles on filling a gap which has yawned steadily wider since the end of the USSR. Their book addresses evolving Russian views on war, including the blurring of its nature and levels, and the consequent Russian approaches to the Ground Forces' force structuring, manning, equipping, and tactics. Confidence is conferred on the validity of their arguments and conclusions by copious footnoting, mostly from an impressive array of primary sources. It is this firm grounding in Russian military writings, coupled with the authors' understanding of war and the Russian way of thinking about it, that imparts such an authoritative tone to this impressive work. -Charles Dick, former Director of the Combat Studies Research Centre, Senior Fellow at the Defence Academy of the United Kingdom, author of the 1991 British Army Field Manual, Volume 2, A Treatise on Soviet Operational Art and author of From Victory to Stalemate The Western Front, Summer 1944 and From Defeat to Victory, The Eastern Front, Summer 1944. Dr. Lester Grau's and Chuck Bartles' professional research on the Russian Armed Forces is widely read

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