

IMPACT OF THE INTEGRATED MANAGEMENT OF THE DEFENSE RESOURCES UPON THE FULFILLMENT OF THE INTERNATIONAL MISSIONS OF THE TROOPS AND ITS QUANTIFICATION RESORTING TO SYNTHETIC INDICATORS

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Abstract

Article aims to examine the theoretical basis of the management in order to implement sustainable and complete management methods, from planning to control. At this stage, Romania goes through a complex period of professionalization of the armed forces, now that the integration into NATO requires a direct involvement in international missions. The result of the efficiency of the management methods adopted is assessed through economic and financial indicators for revenues, expenses, profit and loss.

Management is, according to the definitions in the specialized literature, the art to manage and to administrate an organization. Through management there are settled the procedures for organizing the activities, there are settled the missions, the purposes, the objectives, the activities and the attributions that should contribute to rendering the institution more efficient. Rendering the institution more efficient is, in fact, the purpose, and it has to be the result of the management.

Management is carried out through the collaboration of all factors responsible with the strategy elaboration and implies the initiation of new activities, the modification of the organizational structure and the circulation of the staff. An adequate management, which unfolds in the framework of a well organized system, will ensure the success of the organization.

Theoretically, management comprises the following activities: planning, organization, leadership and control.

Through planning, there are settled aims, objectives and missions on the basis of the elaboration of the strategic and operational plans. Donald Schon stated, with respect to the planning process that "it implies a rational standpoint, although there exists the possibility for the plans not to be adequate. The formulation of the objectives ensures a direction and a stimulus in order to act." Through planning there have to be clearly settled performance, costs, terms and resources.

Organization implies the repartition of the attributions, of the activities and of the tasks. Organization refers to the aspect of the work. The responsibility and the authority are specific rules of the institutions for the military staff's professional formation. The professional standards and the continuous professional formation are criteria of the efficient organization.

Leadership stands for the process of instructing the organization members and for the motivations justifying the accomplishment of the activities. Unfolding activities with major risks, the rapidity of the action development, the ability to perceive all factors of risk determine a management system in continuous modification.

Control stands for the activity of comparison between the activity unfolding and the settled plans and the performance documented standards. The activity of the management has to be permanently oriented towards the fulfillment of the objectives settled through the strategic and operational plans.

Planning and control stand for a unified system. The information that come during the activity unfolding have relevance upon the planning efficiency.

Control identifies the deviations from the strategic and operational plans, it may determine a modification of the plan or it may generate corrective actions or, at the same time, following an analysis, it may demonstrate the existence of a weak, inefficient management, or a series of technical difficulties.

The management of the defense resources unfolds within a well determined legal frame.

Law nr.42 from the 15th of March 2004 with respect to the participation of the army forces to missions outside the territory of the Romanian State regulates the conditions and the missions for the participation of the Romanian troops. The law creates the legislative frame of the integrated management of the defense resources, that is: planning and sending in mission the forces, technical agreements/conventions and authority transfer, selection, enrolment and several rights of the staff, financial aspects.

The Law of the National Defense of Romania settles that: „The resources of the national defense are constituted from the totality of the human, financial, material resources, as well as of other nature, whom the State ensure and employ to the purpose of supporting the defense efforts of the country"

Law nr. 473 from the 4th of November 2004 with respect to the defense planning specifies the basic fields of the planning:

- a) planning of the force;
- b) planning of the arms;
- c) planning of the resources;
- d) logistic planning;
- e) planning for command, control, communications;
- f) planning for civil emergencies.

"In the framework of the process of defense planning, there are included the programs, the actions and the measures initiated by Romania in the

framework of the contribution to the security and collective defense within NATO, as well as of the contribution afferent to the European Union, in the context of the bilateral and multilateral military cooperation with other States and of the fulfillment of the obligations assumed through the participation in the activity of several international organizations and regimes." (Art.2)

"In view of realizing the provisions of the National Defense Strategy, of implementing the guiding lines of the defense policy settled through the Governing program and in compliance with the provisions of the Strategic Concept of NATO, the Ministry of the National Defense elaborates the White Charta of the Defense, through which there are settled: the objectives of the defense policy, the measures and the actions for their fulfillment, the missions and the specific requirements for the Romanian army, the natural, human, material, financial resources and of other nature which are to be ensured every year, to the purpose of generating the military capabilities necessary for the fulfillment of the army missions." (Art.6, alin.1)

"The White Charta of the Defense has a coverage horizon for a medium period of 4 years and contains provisions in the long term for carrying out the national and collective objectives of security and defense." (Art.6, alin.2).

"On the basis of the National Defense Strategy, of the White Charta of the Defense and of the Ministerial Direction NATO, the Ministry of the National Defense elaborates the Military Strategy, which comprises: the evaluation of the international security environment from the strategic-military standpoint, the identification of the potential military risks and threats, the definition of the national military objectives, the determination of the strategic and operational concepts for the fulfillment of these objectives and of the army missions" (Art.7, paragraph.1).

The main international operations / missions in which there participated the Romanian troops were: operations of responses to crises and conflicts, operations for maintaining the peace and for ensuring the international stability,

humanitarian assistance, operations of search – saving, operations for distributing food, special military operations, of fight against terrorism, insurance of the application of the security, stability and trust measures throughout different geographical areas, support, help and military assistance for organizing in certain States the national military troops, participation in international operations for the control of the armament of any type: traditional, conventional and informational, participation in common military actions of practical and theoretical instruction, participating in patrolling, recognition, safeguard and protection missions of the official personalities, escort, traffic control etc.

The participation in military missions in new geographical and social areas have contributed to the international recognition of the performance of the Romanian troops: highly qualitative professional training, professionalism, credibility, capacity of organization, work force, enthusiasm, spirit of sacrifice, initiative etc.

The integrated management of the defense resources is evaluated through the realizations on the level of the income and expense, in relation to the number and to the importance of the international missions of the Romanian troops. Avoiding the losses in the framework of the human and financial resources stands for a desideratum of the integrated management of the defense resources within international missions.

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- [3] Law nr. 473 from the 4th of November 2004 with respect to the defense planning.