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## **CAPABILITIES DEVELOPMENT AND IMPLICATIONS FOR THE FUTURE OF THE ALLIANCE SECURITY**

**Author:** VITALUS, Atena; SERBANESCU, Vasile

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** The global security environment is changing rapidly. The likely landscape of 2030, as reflected in the "Multiple Futures Project" developed by the NATO, will see significant disruptions due to high population density, resource depletion, shifting alliances, advances in human ingenuity and technology, and global economic interdependence. Some believe the scale of these changes will be similar to those experienced from 1910 to 1930. These futures present NATO with unprecedented opportunities to influence positively the future environment, and at the same time help ensure that the Alliance is agile and flexible enough to respond to the unpredictable and complex challenges the future will bring. The military implications that derive from the security implications point to seven broad focus areas, each of which is followed by recommendations concerning changes in concepts and doctrine as well as capability enhancements. [PUBLICATION ABSTRACT]

**Subject:** Alliances; National security; Armed forces

**Location:** Europe

**Company:** North Atlantic Treaty Organization--NATO

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

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## **PROMOTION STRATEGY OF THE MILITARY PROFESSION IN ROMANIA**

**Author:** ALEXANDRESCU, Mihai Bogdan

**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** This paper tries to present the general principles underlying the promotion of the military profession in the current geopolitical context according to the obligations assumed by Romania as a NATO member. In all fields, the battle for human resource is fought in terms of a fierce and continually growing competition. The lack of a strategy used to promote the professional offer, as well as the lack of some adequate recruitment programs does not only entail the loss of truly competitive candidates and the waste of financial resources, but also, it leads to the alteration of the image of the organization.

**Publication title:** Defense Resources Management in the 21st Century

**Publication year:** 2009

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**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

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## **HUMAN RESOURCES MANAGEMENT OPTIMIZATION IN THE ROMANIAN ARMED FORCES**

**Author:** STOICHECIU, Stefan; VÎJIALA, Danut; HAZU, Sorin-Gabriel

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** "As I grow older, I pay less attention to what men say. I just watch what they do" [113]: Yesterday's manager was by definition an authoritarian. In our days a successful one is more likely to be a leader who stresses teamwork and collective achievement. Nevertheless we could recognize that the most present managers are "driven" by the existing problems of the moment. Personnel management requirements evolve as society changes, technology become more complex, new tools become available, the pace of life quickens rapidly and we have less time to act, react, and make the best decisions. Even given all the potential advantages we have over our predecessors, success is never guaranteed. In fact, the more options we have , the bigger chances of reaching golden goal. Performance makes the difference. "Performance is more than the bottom line. It is setting an example and being a menthor. And this requires integrity." [PUBLICATION ABSTRACT]

**Subject:** Human resource management; Armed forces; Military strategy; Military readiness

**Location:** Romania

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

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## INSTRUMENTS OF FOREIGN POLICY

**Author:** TOHANEAN, Dorin

**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** In a world where globalization has a decisive impact on the lives of communities and individuals, public diplomacy is an increasingly important element in support of achieving Romanian foreign policy goals. It is also an important tool of communication between the diplomatic service and domestic and international public opinion. New challenges resulting from replacing the global balance of power have led and will continue to lead the transformation of international relations system, towards greater stability and a greater capacity to respond to pressure and challenge.

**Publication title:** Defense Resources Management in the 21st Century

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## THE INTEGRATED DEFENSE RESOURCES MANAGEMENT FOR THE MINIMIZATION OF THE EFFECTS OF NATURAL DISASTERS (CAUSED BY CLIMATE CHANGE)

**Author:** BREZEANU, Lucretia Eugenia; GRADINARU, Narcisa

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** All NATO countries have been faced with climate change and their terrible effects. Referring to the unpredictable phenomenon of increasing global warming, we must stress that this issue is so significant that will be in the first on the agenda of the European Union in Brussels, having very high priority for to the economic crisis. The international community is increasingly aware of the importance of renewable energy which is the main alternative to current energy sources. [PUBLICATION ABSTRACT]

**Subject:** Disasters; Climate change; Global warming; Emergency preparedness; Armed forces; Alternative energy; Resource management

**Location:** Europe

**Company:** North Atlantic Treaty Organization--NATO, European Union

**Publication title:** Defense Resources Management in the 21st Century

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**Publication year:** 2009

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## TRENDS IN THE CONTENT OF CONTEMPORARY MILITARY ART UNDER THE IMPACT OF THE INFLUENCE OF MILITARY AFFAIRS REVOLUTION ON STRUCTURES MANAGEMENT

**Author:** STOIAN, Gabriela Maria; ENE, Vasile



**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** Adoption of Romanian Army's transformation strategy involves the adoption of the concept of transformation of NATO, which, at the proposal and under the constant Allied Transformation Committee is pursuing a re-evaluation of military bodies of all members of the Alliance, to increase the speed of reaction and structural viability in a security environment characterized by fluidity and hostility. Transformation both in NATO military and the militaries of member countries, aims to adapt the armed forces to the new security environment and at the same time, control of possible unexpected developments in this environment. Revolution in military affairs has seen many cycles and many steps that have depended on great scientific discoveries and their implementation in the military, the emergence of powerful means of struggle which led substantial shifts in the design and carrying war.

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**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

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## CONTROL OF AUTOMATION SYSTEMS THROUGH PORTABLE DEVICES

**Author:** SORA, Daniel

**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** Many people will be able to leave their laptop at the office and handle essentially all of their mobile computing and communications tasks with a pocket-sized device. Now, the smartphone might not be one's first choice for spreadsheets and documents, but let's face it, everybody has one (in business, anyway, all over the

world), and those that have one will buy a new one sometime in the next two years as cellular contracts expire and products and wireless technologies continue their rapid evolution. Smartphones are as powerful as PCs from just a few years ago, with significantly better software, user interfaces, and flexibility. The level of capability in contemporary smartphones is remarkable and continues to grow. 182 PDA devices and other mobile handheld devices make it easier than ever to develop remote applications that transmit and receive information from a remote site back to a host computer. The LabVIEW PDA Module extends the LabVIEW graphical development environment to PDA devices so we can create PDA applications that run on Pocket PC and Windows Mobile devices. We can create portable solutions for a wide spectrum of applications, such as field test systems, remote control and monitoring systems, and portable data acquisition systems.

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## **SOCIAL CRISIS, FACTOR OF NATIONAL INSECURITY**

**Author:** MESAROS, Vasile

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** The preoccupations regarding the new economic world order are becoming more relevant in actual context for EU members. The globalization process is giving birth to new aspects of economic life, like tribalism and parochialism that have to be treated with maximum of interest. In this context, Romania like a full member of the European Union, is deeply implicated in this state of fact. [PUBLICATION ABSTRACT]

**Subject:** Globalization; International markets; National security; Management of crises

**Location:** Europe, Romania

**Company:** European Union

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

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**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

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## **SUCCESS FACTORS ISSUES IN MILITARY FORCES DIGITISATION**

**Author:** BADESCU, Constantin

**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** The use of digital technology for future military operations will bring unintended consequences that will profoundly affect the art of warfighting. Joint digitization is an architecture that improves joint C2 functions through the availability of real- time situational information, links between sensors to shooters and the use of integrated shared knowledge by automatically generating informational data bases. This paper is about a few consequences of digital tehnology: the shock of the new tehnology, the interoperability in C4I systems, and the protection of information in the digital batlefeeld and the military education system.

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## **MODERN APPROACHES OF NATIONAL AND INTERNATIONAL SECURITY OBJECTIVES**

**Author:** ILIE, Florentin Adrian

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** The existence of nowadays international systems of ensuring peace and security such as UN, NATO, EU, OSCE highlight the necessity of analysing the influence of their decisions upon national security systems and sovereignty. Moreover, the relationship between national sovereignty and international security objectives needs to be emphasized and thoroughly investigated. Therefore, we need to answer the following questions: Given the complexity of nowadays international relations, to what extent are national security objectives based on international security objectives?; do national security objectives trigger international security objectives or is there a reversed relationship in this respect? Other aspects that need to be investigated besides the above questions concern the impact of globalization, terrorism and undergoing economic crisis on establishing national security objectives. Last but not least, considering how fast the international environment evolves, we also need to address the question of whether Romanian approaches to national and international security objectives are in line with international realities so that to avoid any improptu situations that could impede upon the national defense system and security. [PUBLICATION ABSTRACT]

**Subject:** National security; Sovereignty; Peace; Defense; Terrorism; International relations

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

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**Journal subject:** MILITARY

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## **TAXONOMY OF POLITICO-MILITARY CRISES AND THE NEED TO IMPLEMENT A NATIONAL INTEGRATED SYSTEM OF CRISIS MANAGEMENT**

**Author:** STOIAN, Gabriela Maria; ENE, Vasile

**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** Given the specific nature of the provision conflicts, the characteristics of crisis response operations and the need for cohesion forces, the North Atlantic Alliance will use the same command structure and the same procedures, so if Article 5-type operations and management situations type non article 5. They agreed on a set of measures to fulfill all tasks, including conflict prevention and crisis management. In this context, they developed a series of clashes between NATO members, to identify the best solutions for crisis management and identification of mechanisms by which each Member State to fulfill its management system crisis in the integrated system.

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**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

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## **CURRENT APPROACHES OF THE INTERCULTURALISM CONCEPT**

**Author:** CODREANU, Aura

**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** The aim of this article is to overview modern and contemporary theories of intercultural communication and competence. Based on this endeavor we will provide a model to be further used in the operationalization of the concept of interculturality. 2

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## **DEVELOPMENT OF A QUALITY CULTURE IN THE ACADEMIC MILITARY ENVIRONMENT**

**Author:** CIOACA, Catalin

**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** The fact that the current social, political and economic context causes the military higher education system to undergo very fast and difficult to manage changes, which should be dealt promptly and with the best results, is something undeniable. The motivation for choosing this theme consists of a number of factors such as personal experience of almost two years of involvement in the life of the academic community (The Scientific Council of the Aeronautical Management Faculty, organizing scientific conferences for teachers and students, the Quality Assurance Board of the same faculty, the Entrance Board); the quality as a personal value, the necessity to obtain a practical result and the continuity of the study, the actuality and importance of the subject (the current situation and perspectives of the Romanian military higher education). In this respect, the paper tries to capture the context in which the Romanian military higher education system can develop a mechanism to support quality assurance. The direction proposed starts from the primary beneficiaries of the higher education the students, this way using a bottom up change strategy and not vice versa as it was mostly done in our higher education system, with results that we can all observe and judge without much effort. The main part includes the outline of an improvement project for the development of the culture quality in the military students of the Air Force Academy "Henri Coanda". The results of the project proposed can be extended to the entire military academic environment in Romania.

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## **INTERCULTURAL COMMUNICATION SKILLS OF THE MILITARY, MAIN PARAMETER OF COMPETITIVENESS IN INTERNATIONAL ENVIRONMENTS**

**Author:** FOTIN, Laurentiu

**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** The present paper aim is to promote the understanding of cultural diversity and the challenging of social construction of barriers and frontiers related to cultural differences. The paper presents the theoretical framework, which discusses meanings and scopes of multiculturalism in international enviroment. Finally, it concludes, suggesting possible ways by which a multicultural and peace oriented education could represent an asset both to soldier and civil, boosting teacher education beyond formal educational scenarios and embracing the military ones as well, so as to represent an asset towards world peace.

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## LEGAL ISSUES OF THE OPLAN DRAFTING IN MULTINATIONAL OPERATIONS

**Author:** DEDIU, Costel

**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** Among the most significant factors in the management of multinational operations are the legal considerations governing the force deployment and how they are used. Legal considerations have a bearing on any aspect of a multinational operation, whether it is an alliance operation or a coalition operation, starting from basic considerations, such as mission authorization and requests for contributions with troops, up to the decision regarding targets and the means to be employed. Often in the heat of battle it is estimated that legal considerations can be quickly resolved. Experience shows that in contrast to legal issues, military planning in a multinational environment are proved to be very difficult to solve.

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## LEGAL ADVISER ROLE IN PREPARATION AND CONDUCT OF MILITARY ACTIONS

**Author:** ENE, Rol Dorian

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** The work of knowledge and application of rules compliance with international law of armed conflict represents a real form of insurance to military operations since his important contribution to achieving their goals in terms of legal; it is a "insurance" in original meaning of the word that the " implementation security ", guaranteeing boatmasters and nature that their actions are legal and that there will be held accountable for their deeds committed in accordance with laws and customs war. The plans of all operations must be a legal annex to the elements that include: civil targets under protection, work and forces dangerous installations containing; goods with cultural immunity; localities and areas go's; localities and health and safety areas, the location of camps prisoners and civilians admitted to hospital, the 9 bodies and civil defense; routes to transport communications health; nature and status regime means of war; procedures for non-hostile relations with the enemy by notifications and agreements provided for the Convention; the procedure to lift the immunity property in the event of military necessity; the blueprint for persons and goods protected; procedures conduct on the injured, prisoners, dead; cooperation with humanitarian bodies; disciplined disciplinary offences And offences; conditions under which it could resort to reprisals; the rules of engagement and conduct tactics, etc.

[PUBLICATION ABSTRACT]

**Subject:** International law; Conflicts; Military strategy; War; Human rights

**Publication title:** Defense Resources Management in the 21st Century

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**Publication year:** 2009

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**Database:** ProQuest Central

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## **PRINCIPLES OF HUMAN RESOURCES MANAGEMENT DURING THE WARTIME ON NATIONAL TERRITORY WHILE STRUCTURES OF THE ROMANIAN ARMED FORCES PARTICIPATING IN INTERNATIONAL MILITARY OPERATIONS**

**Author:** MACIU, Florin

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** When it comes to declaring war (mobilization), and simultaneously to develop military operations of any type outside the national territory, it becomes necessary, among others, to have a set of clear, predetermined principles, observed with utmost celerity, in order to ensure a rigorous and efficient management of human resources, mainly the priorities and modalities of utilisation. [PUBLICATION ABSTRACT]

**Subject:** Human resource management; Armed forces; War; Military strategy

**Location:** Romania

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

**Language of publication:** English

**Document type:** Feature

**Document feature:** References

**ProQuest document ID:** 1137045225

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**Last updated:** 2012-11-12

**Database:** ProQuest Central

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## **MILITARY INSTITUTION TRANSFORMATION IN THE "POST-COLD WAR" ERA**

**Author:** POPA, Vasile

**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** The process of transforming the military establishment during the "post Cold War" is one of the most spectacular and profound. Developments in this field has required an intense effort, not just financial-economic, but also the theoretical analysis, making correct decisions in alternation with controversial decisions, a robust dynamic change, but also countered hard inertial attitude. Therefore, when we speak about the reform of military institutions references are made in very concrete terms: budgets, structures, operations, interoperability, modernization. Transformation is a reality that raises many issues not only in Romania but also in other modern armed forced. Political and military leaders who had learned the lessons of history, had understood that many armed forced have managed to adapt properly to changes in social environment in peacetime and in war times.

**Publication title:** Defense Resources Management in the 21st Century

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

**Language of publication:** English

**Document type:** Conference Proceedings

**ProQuest document ID:** 1151330752

**Document URL:** <http://search.proquest.com/docview/1151330752?accountid=15533>

**Copyright:** Copyright Romanian National Defense University, Regional Department of Defense Resources Management Studies 2009

**Last updated:** 2012-11-13

**Database:** ProQuest Central

## TRENDS IN APPLYING THE RULES OF INTERNATIONAL HUMANITARIAN LAW

**Author:** ENE, Rol Dorian

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** The interdiction of the subjective right of the states to war (jus ad bellum) brought about important changes to the objective right of the armed conflicts, i. e. the abandonment of the preliminary unequivocal warning in favour a conditioned declaration of war or an ultimatum which contains a conditioned declaration of war. This is not only because of military reasons but especially because of political and juridical reasons (the interdiction of using the force and the assimilation of the war declaration and the ultimatum on the acts of aggression). Applying the armed conflicts law in military operations means to use clear and logical rules, appropriate with each phase of the process and function of the sistem, so that the observance of the law to represent just a simple matter of order and discipline. The area where the armed conflicts law can be applied is determined taking into account the hostilities nature and intensity or the enemy strategic leadership assumed obligations. [PUBLICATION ABSTRACT]

**Subject:** International law; Human rights; War; Military engagements; Military strategy

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

**Language of publication:** English

**Document type:** Feature

**Document feature:** References

**ProQuest document ID:** 1127283000

**Document URL:** <http://search.proquest.com/docview/1127283000?accountid=15533>

**Copyright:** Copyright Romanian National Defense University, Regional Department of Defense Resources Management Studies 2009

**Last updated:** 2012-11-12

## INFORMATION RESOURCES MANAGEMENT COMPONENTS. THE MAIN SOURCES OF INFORMATION

**Author:** PAUN, Ilie

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** Information transformation into a major resource of economic growth has resulted in its being a major organizational resource along with the human, material and financial resources. As top companies from developed countries prove, information resources, permanently upgraded, represents the adoption and application of performance strategies. Technically, each element of the strategy is projected and implemented according to the information available to the company. Consequently, the organization's informational potential acts as a catalyst, respectively, as an obstacle to the planned objectives, choices made and established deadlines. [PUBLICATION ABSTRACT]

**Subject:** Resource management; Information management; Strategic planning; Global economy

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

**Language of publication:** English

**Document type:** Feature

**Document feature:** References

**ProQuest document ID:** 1143900840

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**Last updated:** 2012-11-12

**Database:** ProQuest Central

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## **CONCEPTS AND TERMINOLOGY USED IN INFORMATION RESOURCES MANAGEMENT**

**Author:** PAUN, Ilie

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** The intelligence and information sharing structures that once enabled the winning of the Cold War now require greater flexibility and resilience to confront the threats facing our Nation from a transnational terrorist movement determined to destroy our people, our freedoms, and our way of life. The efficiency of information management in carrying out joint missions is ensured by the information cycle, which is a conceptual model regarding the way in which information missions and actions are performed in order to transform data into information and offered to decision-makers and beneficiaries in all the relevant aspects. [PUBLICATION ABSTRACT]

**Subject:** Information management; Resource management; National security; Terrorism

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

**Language of publication:** English

**Document type:** Feature

**Document feature:** References

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**Copyright:** Copyright Romanian National Defense University, Regional Department of Defense Resources Management Studies 2009

**Last updated:** 2012-11-12

**Database:** ProQuest Central

## SCENARIO-BASED CAPABILITY - ORIENTED DEFENCE PLANNING

**Author:** Hornea, Ionel

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** This paper addresses a very stringent issue for the defense planners community from all NATO and EU Member States - capabilities planning - and aims to present some aspects which have a key role in planning the defense of each nation. First, it addresses the concept of defense management, following its two features. The first related to how much or not is the unique character of this process, compared with those of other civic institutions of the state. The second concerns the dichotomy between administration and politics, aiming to highlight the tendency of neutral competence of the factor administrative in order to maintain its independence from the political one. Furthermore, the communication stresses the systemic character defense, which suggests the approach from a social perspective, as a planning method of the defense inside the nation, being highlighted a number of elements that must be considered by the political decision factors in sizing the defense policy, such as national defense political and social function of the state, internal and external factors having a determining role in influencing this domain, that State's security profile. The third aspect is the integration of the defense management in the general context and aims at developing the presentation of the systemic character of the defense planning process, characterizing the three specific elements: inputs, outputs (the results) and the reaction pathway. The paper continues with the presentation of defense planning as an integral component of political decision-making process, emphasizing the requirements that must be met and the planning objective which must be set: ensuring correlation between short, medium and long-term planning. I will present two basic aspects of defense planning process, which are closely interrelated: defining the level of political ambition and setting the objectives for the defense by the policy makers of a nation. The final part addresses the issue which gives the title of the article: the transformation of the objectives set by the political factor in capabilities, which is the essence of the defense planning process itself. In this section there are outlined two basic elements: the forces structure and risk taking through the budget planning, the latter being very pressing under the circumstances of a world economy which is currently experiencing a deep crisis. [PUBLICATION ABSTRACT]

**Subject:** Military readiness; Military strategy; Armed forces; National security; Defense; Geopolitics

**Company:** North Atlantic Treaty Organization--NATO, European Union

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov



**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

**Language of publication:** English

**Document type:** Feature

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**Database:** ProQuest Central

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## **FRENCH APPROACHES TO THE CHANCES OF GRADUATES TO BE ACCEPTED ON THE EUROPEAN UNION LABOR MARKET**

**Author:** ILIE, Ana Mona

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** The acceptance of Romanian graduates on the French workforce market is an example of the compatibility level between employee skills and the ever evolving and dynamic demands of this highly competitive market. Within this framework, regardless of the current economic difficulties experienced at a global level due to the ongoing crisis, the Bologna process plays a major role in enhancing graduates' employability. [PUBLICATION ABSTRACT]

**Subject:** Labor market; Competition; Global economy

**Location:** Romania, France

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

**Language of publication:** English

**Document type:** Feature

**Document feature:** References

**ProQuest document ID:** 1139749003

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**Database:** ProQuest Central

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## **THE INTERDEPENDENCE BETWEEN THE MILITARY LEADER PROFILE AND MODERN MILITARY SYSTEM TRANSFORMATION**

**Author:** TATAR, Livia

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** The hereby paper attempts to delineate one of the most common, yet most unclear and challenging issues posed to contemporary organizations: the relationship between the modern leader's profile, i.e., background, education, skills and competences on the one hand, and the need for the organization's permanent process of change and adaptation on the other hand. When the reciprocity impacts upon the military organization, the challenge becomes even more difficult to face, since any error may result in human lives losses. Therefore, the problem which today's military leaders must address consists of reaching the equilibrium between what the leader owes to the organization, and what the organization offers him/her in order to ensure that both parties are safe and their needs are satisfied. [PUBLICATION ABSTRACT]

**Subject:** Armed forces; Leadership; Organizational behavior; Military officers

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

**Language of publication:** English

**Document type:** Feature

**Document feature:** References

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**Last updated:** 2012-11-12

**Database:** ProQuest Central

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## **LEGAL ASPECTS AND CONSEQUENCES OF THE INVOLVEMENT OF CHILDREN IN ARMED CONFLICT AS COMBATANTS**

**Author:** DUMITRESCU, Laura-Andreea

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** Children are particularly affected by the involvement in armed conflict. Despite the fact that more international legal instruments were adopted for their protection, steps have been taken to encourage states to stop using children in armed forces and groups, and projects on the implications within areas such as disarmament, demobilization, reintegration - rehabilitation and humanitarian assistance were funded. The use of child soldiers in military conflicts can have long-term consequences for those involved and can affect the psychological, physical and social evolution. [PUBLICATION ABSTRACT]

**Subject:** Child psychology; Conflicts; International law; Child welfare; War

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

**Language of publication:** English

**Document type:** Feature

**Document feature:** References

**ProQuest document ID:** 1142204926

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**Last updated:** 2012-11-12

**Database:** ProQuest Central

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## **SOME MANAGEMENT ASPECTS OF AN OVERLOOKED RESOURCE - ENVIRONMENT - AS CONCERN FOR EUROPE'S SECURITY**

**Author:** MAFTEI, Lucian

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** As part of the concept of defense resource management, the management of material resources is related in many ways with the result of the management of challenges that the environment brings everyday in recent years. The environment decisively influences the areas where military action is conducted and is considered both by theorists and commanders when a decision is sought. It is estimated that the link between environment and issues that can cause mutations in terms of security in the region should be studied to identify threats, risks and possible ways to counter them. [PUBLICATION ABSTRACT]

**Subject:** Resource management; National security; Armed forces

**Location:** Europe

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

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**Database:** ProQuest Central

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## **NATIONAL SECURITY VULNERABILITIES GENERATED BY TERRORISM**

**Author:** GÎRLEANU, Ciprian George

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** Even if the Romanian state has not been a target of the terrorist attacks, once with the assuming of the responsibilities of combating the terrorism phenomenon, confederating with the largest states in the world as part of NATO and UE, Romania could go from being a transit country with resources of preparing terrorism acts to a target country for terrorism attacks. Therefore the fight against terrorism has to be continued with the same intensity as the one after 11 th September 2001 in order to be able to maintain a normality and security climate, which is so necessary for the normal development of a democratic state. [PUBLICATION ABSTRACT]

**Subject:** National security; Terrorism; Democracy; Military readiness

**Location:** Romania

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

**Language of publication:** English

**Document type:** Feature

**Document feature:** References

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**Last updated:** 2012-11-12

**Database:** ProQuest Central

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## **CAREER MANAGEMENT IN THE ARMED FORCES**

**Author:** POPA, Brândusa

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** Nowadays, career planning and management are becoming increasingly important. This is partly due to the fact that things do not have a linear evolution and that the current rapid economic changes make careers less clearly defined and less stable than they were before. The dynamics of professions and careers is marked by accelerated changes; staff is put in a position to cope with increased competence and speed of adaptation. If we want to avoid the disturbance of professional development and evolution due to these changes it would be very useful that the components of this system to be synchronized with each other and to achieve an integrated career management. [PUBLICATION ABSTRACT]

**Subject:** Career development planning; Armed forces; Human resource management; Military officers; Career advancement

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

**Language of publication:** English

**Document type:** Feature

**Document feature:** References

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**Last updated:** 2012-11-12

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## MULTINATIONAL PROGRAMS SUCCESS THROUGH LIFECYCLE MANAGEMENT

**Author:** VITALUS, Atena; SERBANESCU, Vasile

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** In response to the recommendations on Multinational Approaches, the North Atlantic Council tasked responsible bodies to continue their efforts to improve existing NATO multinational programmes, to apply the relevant lessons learned in developing and executing future programmes, and to investigate the feasibility of drawing up a set of general principles and/or guidelines for multinational programmes. On April 2009, at the Conference of National Armaments Directors (CNAD) meeting, Jaap de Hoop Scheffer, Secretary General of NATO, said "For certain critical enabling capabilities, the multinational approaches will be the only viable and affordable solution. This is why I remain firmly convinced that well-managed multinational programmes hold the key to improving our overall capabilities, and particularly in these times of economic constraints"[1].

[PUBLICATION ABSTRACT]

**Subject:** Alliances; International relations; National security; Life cycles

**Location:** Europe

**Company:** North Atlantic Treaty Organization--NATO

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

**Language of publication:** English

**Document type:** Feature

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## OPC TECHNOLOGY USE IN THE CONTROL OF AUTOMATION SYSTEMS

**Author:** SORA, Daniel

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** The OPC Specification was based on the OLE, COM, and DCOM technologies developed by Microsoft for the Microsoft Windows operating system family. The specification defined a standard set of objects, interfaces and methods for use in process control and manufacturing automation applications to facilitate interoperability. OPC was designed to bridge Windows based software applications and process control hardware. OPC servers provide a method for many different software packages to access data from a process control device. Traditionally, any time a package needed access to data from a device, a custom interface, or driver, had to be written. The purpose of OPC is to define a common interface that is written once and then reused by any business, SCADA, or custom software packages. [PUBLICATION ABSTRACT]

**Subject:** Automation; Operating systems; Process controls; Software packages; Computer science

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies



**Place of publication:** Brasov

**Country of publication:** Romania

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## THE ATHENA MECHANISM - FINANCING THE EU MILITARY OPERATIONS

**Author:** CONSTANTINESCU, Maria

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** The Defense component of the European Union, ESDP is an integral part of the pillar of the Common Security and Defense Policy (CFSP). A very important aspect of ESDP is the problem of financing military operations and civilian crisis management carried out under the European Union. If civilian crisis management operations are financed through the CFSP budget, operations with military or defense implications can not be financed from this source. To cover this area, the European Union decided to develop a flexible system of financing the common costs of military operations, regardless of size, complexity or urgency the Athena mechanism. The accomplishment of operations to which Romania participates as a member of European Union involves the integration of participation to the Athena mechanism in the broader framework of the integrated of defense resources management. [PUBLICATION ABSTRACT]

**Subject:** Armed forces; National security; Civilians; Management of crises; Resource management

**Location:** Romania, Europe

**Company:** European Union

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

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## **MARKETING PROGRAM - UNDERLYING TOOL OF MILITARY PERSONNEL RECRUITMENT AND SELECTION ACTIVITY**

**Author:** ALEXANDRESCU, Mihai Bogdan

**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** As in any battle, the strategy, the tactics (policies) the battle plan (marketing program), knowing and analyzing the situation, the land, the environment (market research) all these are absolutely necessary conditions to achieve the final objective. This paper presents the crucial role of marketing program in recruitment and selection system of human resource from the armed forces.

**Publication title:** Defense Resources Management in the 21st Century

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

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**Document type:** Conference Proceedings

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**Database:** ProQuest Central

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## **SURPRISE AND RISK IN MODERN MILITARY ACTIONS**

**Author:** DINU, Dumitru; MARIN, Vasile

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** Surprise and risk are two elements that interfere in the preparation and unfolding of the modern military actions. Without using a certain amount of risk in programming and executing military actions, the enemy cannot be taken by surprise. However, the assumed risks must be maintained at certain levels in order not to result in "boumerang" type effects upon the operations' accomplishments. [PUBLICATION ABSTRACT]

**Subject:** Military strategy; Risk; Military engagements

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

**Year:** 2009

**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

**Country of publication:** Romania

**Journal subject:** MILITARY

**Source type:** Conference Papers&Proceedings

**Language of publication:** English

**Document type:** Feature

**Document feature:** References

**ProQuest document ID:** 1127283035

**Document URL:** <http://search.proquest.com/docview/1127283035?accountid=15533>

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**Last updated:** 2012-11-12

**Database:** ProQuest Central

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## **CORRELATION BETWEEN FOREIGN POLICY AND INTERNATIONAL SECURITY**

**Author:** TOHANEAN, Dorin

**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** The certainty that Romanian Armed Forces participation in NATO-EU co-operation will be necessary in the future, coupled with the unpredictability of the political context in which such demands may arise, underscores the need for longer-term solutions including well-understood and clear channels for regular communications and a degree of harmonization of planning and capabilities development. Only a co-operative and mutually enhancing working operational relationship will ensure the most effective use of scarce defence and security Romanian Armed Forces resources in the face of an increasingly broad and complicated range of challenges. The NATO-EU relationship, would be "a strategic partnership... founded on our shared values, the indivisibility of our security and our determination to tackle the challenges of the new century". As two of the institutions most likely to be called on by the international community and their own citizens to respond to the world's most pressing and challenging security crises, the EU and NATO would appear to have compelling reasons to work together in such a way as to maximize the combined positive impact of their differing capabilities. Indeed, one might assume that since 21 of the 27 member countries of the EU are also members of NATO, co-operation between the two organizations would be the rule, rather than the exception. The first roadblock to deeper co-operation between the two bodies is political in nature. There exists within NATO a group of European countries whose actions suggest a desire to limit NATO's role and promote the cause of the European Union's growing role as a security actor.

**Publication title:** Defense Resources Management in the 21st Century

**Publication year:** 2009

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## **CURRENT APPROACHES OF THE MULTICULTURALISM CONCEPT**

**Author:** CODREANU, Aura

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** Most often the concept of multiculturalism and its semantically derived words is used in free variation with concepts such as intercultural communication, intercultural competence, intercultural dialogue. Therefore, the aim of this article is to clarify what multiculturalism stands for and to describe its major dimensions and variables that could benefit future research in the field. [PUBLICATION ABSTRACT]

**Subject:** Multiculturalism&pluralism

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

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**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

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## **GLOBALISATION AND THE MILITARY SYSTEM**

**Author:** STEFAN, Dumitru

**Publication info:** Defense Resources Management in the 21st Century . (2009).

[ProQuest document link](#)

**Abstract:** It is obvious that such a complex process as globalization can not undertake by itself. This is why achieving the international institutional framework is required as an urgent necessity, without which the phenomenon itself may fail. Globalization spread throughout several epochs, each with some dominant characteristics, which enabled the achievement of present day level. Since the emergence of the concept of "world military order", the future of armed forces has been reflected in the international cooperation. This way they are able to strongly take part in the multinational commitments. We can define the concept of military globalization as a complex phenomenon, that incorporates the increased extension and intensity of military ties between political and military entities of the world system, but which is in direct relationship with politics, geopolitics, geography and power interests.

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**Publisher:** Romanian National Defense University, Regional Department of Defense Resources Management Studies

**Place of publication:** Brasov

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## **THE INFLUENCE OF THE EDUCATION AND PERMANENT EDUCATION LAWS ON THE INCREASE OF COMPETITIVENESS OF THE GRADUATE ON THE LABOR MARKET**

**Author:** GHEORGHE, Ion; MARIN, Ilie

**Publication info:** Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2009)

[ProQuest document link](#)

**Abstract:** The laws related to education and lifelong learning elaborated in accordance with the Presidential Commission Strategy and endorsed by the Government within the Parliament are to directly contribute to enhancing graduates' training level and competitiveness on the workforce market. They are compliant with the Bologna process and therefore all the more important. As a result, the future evolution of the Romanian educational process will testify to the relevance and necessity of these laws. [PUBLICATION ABSTRACT]

**Subject:** Education policy; Competition; College graduates; Labor market; Legislation; Lifelong learning

**Location:** Romania

**Publication title:** Defense Resources Management in the 21st Century

**Pages:** n/a

**Publication year:** 2009

**Publication date:** 2009

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