



The 6th International Scientific Conference
**“DEFENSE RESOURCES MANAGEMENT
IN THE 21st CENTURY”**
Braşov, December 02-03, 2011



MANAGEMENT STRATEGIES WITHIN MILITARY ORGANIZATION

Cdr. Sorin VOINEA, RON

Fleet Headquarters, Constanţa

Abstract:

As we are passing through a period of harsh economical restraints, in a world that is changing ever faster, the military organization and its leaders have to adapt themselves to the new environment and conditions, and to make use of all available resources, methods and skills in order to pursue and achieve the institution's objectives.

Key words: management, resources, military, strategies, evaluation, performance.

1. Introduction

We are assisting for the past decades to a continuous wave of changes in the contemporary world. Not only the world is changing but it seems the pace of changes has increased over the last few years. The continuous advances in the field of information technology and ease of communication over the internet helped the spread of new concepts and theories and their implementation in all practical aspects of life.

As a particular aspect of the human activity the military organizations have to adapt themselves to this new and continuously changing climate. There is a shifting paradigm on present day military actions and the use of military forces, whose boundaries tend to become more and more blurred and difficult to dissociate from constabulary actions. Instead of fighting in the “classic” manner, armies against armies, military units are increasingly associated with asymmetric warfare and various forms of peace operations.

Moreover, the increasing costs associated with maintaining properly trained and equipped armed forces have led to the demise of the WWII and Cold War concept of having large masses of troops, fleets of ships and planes or armies of tanks.

Undoubtedly, information is a source of power and this is a reason why leaders should be aware of present challenges, the complexity of interdependencies between the actors in the internal (national) and international landscape, as should they be on the possible consequences of their decisions.

2. Strategies and strategic management

Present day military organizations can no longer be considered as being too different from other governmental institutions or even private enterprises. The military, like other institutions, is providing the society with a product, which is the national

The 6th International Scientific Conference
“DEFENSE RESOURCES MANAGEMENT IN THE 21st CENTURY”

defense. Though not quantifiable it may be considered as indispensable as oxygen, since it becomes more important when it's less abundant.

Strategic management could be considered as the sum of actions and initiatives taken by senior executives (in our case by the ministry of national defense, state secretaries in the MoND, chief of General Staff and chiefs of armed services, as well as other relevant top leaders), involving proper use of available resources, to preserve and enhance the capabilities of the military organization in order to accomplish the missions derived from the National Security Strategy and in accordance with the doctrine in force.

Strategic management is not involved in setting tactics and provides only an overall orientation for the lower level managers.

The fields of activity for the strategic manager usually comprise:

- Detailing the organization missions;
- Development of policies and plans;
- Development of programs and projects;
- Evaluation of organization progress in achieving its objectives.

Henry Fayol is one of the first theorists the management of the organization. Though his work was completed almost 100 years ago the principles he stated are still valid today and are remarkably relevant and applicable to military organizations:

- a) Division of labor, which makes the specialization of personnel a source of competence and increased productivity.
- b) Authority and responsibility - the power to issue orders blends with (and generates as well) the responsibility for their consequences.
- c) Discipline, which associates the obedience of the employees to the rules in force with effective leadership and proper application of sanctions.
- d) Unity of direction - one leader following one plan should direct all activities having the same objective.
- e) Unity of command - every employee/worker should receive his orders from only one superior.
- f) General interest of the organization supersedes any particular interest of one employee or group of employees.
- g) Appropriate remuneration is a factor of motivation within the organization.
- h) Centralization of decision making versus delegation of authority to lower level managers.
- i) Scalar chain of authority, through which information flows between top managers and lower levels.
- j) Order - people and materials have to be in their right places at any given time.
- k) Equity - impartiality and fairness of the superior is capable of generating loyalty of the subordinates.
- l) Stability of personnel - turnover rate of personnel must be kept under control by managers, who must also plan and provide for replacements.
- m) Initiative of personnel, as a source for further advance of the organization.
- n) Team spirit - helps building unity and harmony amongst the organization.

In establishing and implementing a strategy must be followed a series of phases. Various authors have proposed different structures for the strategic process, but these comprise the following phases, sometimes differently formulated:

- Formulate the mission, including general statements on the goals and the philosophy;
- Determine the strategic objectives and the limits associated with them;

MANAGEMENT STRATEGIES WITHIN MILITARY ORGANIZATION

- Internal evaluation of the organization/agency/institution, based on current situation, resources and performances;
- External evaluation of the environment;
- Project the future desired performances, based upon the evaluations and extrapolating current performances
- Determine the gap between current and desired performances;
- Analyze the options and identify the most favorable of them, in order to achieve the strategic objectives;
- Establish a set of long term objectives and a roadmap to accomplish the strategic options;
- Prepare and adopt the plan, divided in two section: long-term and short-term;
- Implementation of the strategy chosen, based upon the allotted resources;
- Evaluation of the performance, as the basis for future decisions.

3.Resource management

The process of resource analysis in formulating the strategy is dependent upon determining the core capabilities desired to be achieved or maintained, and the alternatives available for reaching the goals. Unlike lucrative institutions the military organization is not profit-oriented, so the effectiveness of its activity is better measured by the way it manages to achieve the goals under budgetary constraints.

The resources analysis should start by building a “resource basis”, comprising the values the institution relies upon, which can be of different types:

- Financial resources - the budget allocated, other sources of income, as well as debts and other expenses;
- Physical resources - the size and location of institution assets, buildings, terrains, stocks of supplies and spare parts;
- Human resources - number of personnel, their level of training and expertise, their participation and loyalty to the institution;
- Technology resources - R&D agencies, the stock of technologies and industrial property, licenses and patents, as well as technical innovation capabilities.

The tangible resources are easier to identify and evaluate, through financial or accounting methods. The question is if the data obtained are relevant enough to formulate or to evaluate a strategy. Usually, any manager is asked to answer to certain standard questions like “What are the opportunities and ways to save some of the financial resources or materials?” or “what are the possibilities to use the available resources in a more efficient way?”

A different kind of resources is the so-called intangible resources, more or less invisible for evaluation. While the number of personnel and the wages paid are known, the level of personnel expertise, their knowledge, motivation, decision making abilities are characteristics very difficult to assess or determine. Since the level of tangible resources is usually well known and it does not change dramatically over time, the human resources are the domain where the manager (and leader, in the same time) could make proper use of his/her skills in order to achieve maximum performance.

The 6th International Scientific Conference
“DEFENSE RESOURCES MANAGEMENT IN THE 21st CENTURY”

4. Management strategies and methods

Since the advent of the industrial revolution the most important companies in the developed countries have tried to optimize their production and to increase profits by adopting various methods of organizing their work.

The methods implemented have a strong connection with the working philosophy and core values of the company, and depend on its production type and the development level.

4.1 Knowledge management

A multitude of governments, multinational corporations, and companies around the world are interested with the concept of knowledge management. Knowledge has not a substantial form, is changing over time and difficult to measure, it represents a key asset no organization can survive without.

Although there are various perspectives on KM there is no formal definition of the concept. There are few important ideas to keep in mind while discussing the subject:

1. Knowledge generates competitive advantage. Organizations that consistently create new knowledge and disseminate as result of their activity, are amongst the most successful.

2. Institutions may not give enough importance to the creation and use of knowledge, or may not use properly the knowledge they already possess.

3. Some organizations have established knowledge management programs, recognizing the importance of knowledge in creation of value.

4.2 Total Productive Management (TPM)

TPM, or as it was initially standing for, Total Productive Maintenance, was established as a managerial approach, in the 1970s, in Japan, by Nippon Denso company with the help of Japan Management. Originally it was developed as a management process meant to improve the reliability and availability of the equipment in order to improve productivity and reduce waste.

Though primarily focused on manufacturing, the process has subsequently evolved, by including suppliers and customers, in what is today known as *lean manufacturing*. The worldwide success of the concept and its enlargement has made that the acronym TPM is in present known as short for Total Productive Management.

Beside the technical aspect of operators doing part of the maintenance, the philosophy behind is that of increasing the involvement of the individuals in the process of improving the reliability and quality of the production. The process is also improving the quality of team work and the self-esteem and confidence of the personnel, as they feel the management is paying attention to their observations. Moreover, it's improving communication across the institution, as it tends to lower the hierarchical barriers.

4.3 Total Quality Management

Total Quality Management is the father of all of the quality management methods and standards that have come since, including Six Sigma, CMM, ISO 9000, the Zero Defect movement, and, most directly, Gemba Kaizen for Just-in-Time (lean) Manufacturing.

MANAGEMENT STRATEGIES WITHIN MILITARY ORGANIZATION

Total Quality Management was created as a collaborative effort, combining the best of American scientific quality management with dedication, focus, and creativity provided by the Japanese people.

Total Quality Management comprises several principal components: involvement and training of employees, problem solving teams, use of statistical methods, establishing of long-term objectives and thinking. Another characteristic is the statement that the system generates inefficiencies, not people.

The emphasis in Total Quality Management is on quality in all aspects and functions of the operation of institution.

5. Conclusion

Establishing clear competencies and responsibilities for the low and medium level managers will eventually allow each of them to focus on their field of activity, eliminating the need for senior managers to check every aspect of their subordinates' activity ("micromanagement").

The ever increasing complexity of the organizational structure, of the technical level required as well as the needs for support impose the leaders to have good administrative skills and managerial knowledge. For this, I consider the best way is to take advantage of the expertise accumulated in the industrial and business environment.

Elaborating a strategy and putting it into practice should not become an objective in itself but merely a tool and the way of increasing competitiveness within the military structure, as well as in relation with other related military organizations.

The evaluation of the results should concentrate more on the effects of the actions in relation with the established mission and objectives, rather than focusing on pure numerical aspects of the activity. Larger numbers or percentages may not necessarily be a sign of improvement.

The economical difficulties we are confronting for the last years emphasize the need for training, keeping and acquiring managers at all levels of the military structure. The scarcity of resources imposes sound decisions and wise employment of people and materiel, both for short-term and for the years to come.

References:

- [1] Nicolescu, Ovidiu, Verboncu, Ion, *Management*, Editura Economică, 1999;
- [2] Mihalcea, Radu, Androniceanu, Armenia, *Management*, Editura Economică, 2000;
- [3] Porumb, Elena-Marilena, *Managementul strategic al resurselor materiale*, Editura Economică, 2000;
- [4] http://en.wikipedia.org/wiki/Strategic_management.