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COST ESTIMATING FOR SHIPS BASED ON STATISTIC METHODS

Author: OANCEA, Gabriel; RADU, Ovidiu

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: The paper proposes to present an approach that estimate the cost of a ship (merchant or warship) according to the actual international practices in this domain. There are presented basis of detailed estimates costs such as structural costs (structural material, structural labour), outfit costs (outfit material merchant ships, outfit material warships, outfit labour costs), machinery costs (machinery material costs - merchant ships, machinery material costs - warships, machinery labor costs).

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THE IMPORTANCE OF KNOWING AND USING THE ORGANIZATIONAL CULTURE

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. (2011)

[ProQuest document link](#)

Abstract: The organizational culture is formed of values, basic concepts ways of thinking and behaviors generally accepted in an organization as being the guidelines for action. Usually it reflects the way things are done, the accepted manner to accomplish a task or to solve a problem. It is important for the organization because its members share common values and act accordingly therefore, this behavior has a strong impact upon the efficiency and effectiveness of the company. [PUBLICATION ABSTRACT]

Subject: Organizational behavior; Corporate culture; Values

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MANAGEMENT STRATEGIES WITHIN MILITARY ORGANIZATION

Author: VOINEA, Sorin

Publication info: Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2011)

[ProQuest document link](#)

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'objectives. [PUBLICATION ABSTRACT]

Subject: Armed forces; Leadership; Management of change; Organizational behavior

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The Maintenance System a new challenge for the Military Environment

Author: LOTAN, Ionel

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: This approaching has as a main purpose a brief overview about the importance and close links between the maintenance system and military environment and also it describes the evolution of maintenance starting with individual activities in this field until the most developed maintenance system.

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MOBILE PROJECT MANAGEMENT

Author: TOMA, Liviu Cordun

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: Rapid and reliable communications and information systems are required by national and NATO political and military authorities for political consultation, crisis management and for the command and control of assigned forces. Modern technology and the integration of strategic and tactical communications and information systems into an overall NATO Communications and Information System (CIS) has enabled these requirements to be met. Based on the development of new communication and data transfer technologies, the mobile solutions for the management process have been able to provide new ways to conduct management actions. This environment describes methods and tools available only here, which will bring information, speed and efficiency to any stage and component of the management process. The paper takes into discussion the impact of the technological development on the management process paradigm. The paper presents the main aspects regarding the command/control and management models used in mobile management. The role of mobile multimedia informatics applications in mobile management is highlighted.

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THE AIR POLICING - ONE NOTION, TWO APPROACHES

Author: PETRESCU, Mircea

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: The purpose of this paper is to compare two different approaches regarding Air Policing missions. This comparison is necessary to understand which approach is most appropriate according to 21st century concerns and realities. Because of asymmetric and irregular threats since 9/11, the question of Air Policing continues to be a preoccupation of the military and politicians. The first theory is a historical one and represents the British Royal Air Force way of employing airpower between WW I and WW II in British colonies. The RAF used all types of air assets against various targets, to include ground targets, during peacetime and war in order to gain or regain the necessary social order. The British, historically, have used Air Policing as a way to prosecute irregular threats. On the other hand, the NATO modern approach describes Air Policing as a specific DCA (Defensive Counter Air) fighter mission, OPCON/TACON (Operational Control/Tactical Control) to an Air Operation Center during peacetime in order to maintain 24/7 control over an assigned AOR. This is the normal procedure to conduct Air Policing for airspace control in all European NATO countries and was also adopted by the USAF for homeland defense after the 9/11 terrorist attacks. The British historical approach is closer to the concept of using airpower in Counter Insurgency (COIN) Operations and Counter Terrorism (CT) where situations change rapidly from warfighting to policing and back, while the NATO/USAF way to accomplish Air Policing is as a DCA mission (warfighting) with applicability during peace (or during crisis situations in worst case) with very specific TTPs (Tactics, Techniques and Procedures).

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ANALYSIS OF SUPPLY DISTRIBUTION MODEL - NORTH ATLANTIC TREATY ORGANISATION LOGISTIC INFORMATION SYSTEM

Author: KVAPILOVÁ, Petra; DVORÁK, Tomáš

Publication info: Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2011)

[ProQuest document link](#)

Abstract: This paper describes and analyzes Supply Distribution Model (SDM) - module of a North Atlantic Treaty Organisation (NATO) Logistics Functional Area Services (LOGFAS) Information system which is used for supply chain modeling and simulation. SDM typically works with certain constraints and restrictions. Aim of this article is to outline solutions which may improve SDM's explanatory power and practical use of output information. The proposal comes out of effective use of a supply unit (e.g. platoon) carrying out a supply job for more subjects. Bringing proposed mathematical methods into SDM may contribute to deal with current deficiencies. [PUBLICATION ABSTRACT]

Subject: Political alliances; International organizations; Supply chain management; Logistics; Information systems

Company: North Atlantic Treaty Organization--NATO

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HOW TO MAKE GOOD DECISIONS

Author: GOGOASE, Stefan Teodor

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: Decisions are at the heart of leader success, and at times there are critical moments when they can be difficult, perplexing, and nerve-racking. However, the boldest decisions are the safest. In this paper, I want to present the process of making good strategic decisions through skillful employment of critical thinking. This paper highlights the importance of deciding based on thorough judgment. I will emphasize the role of using own abilities through a focused and structured decision process in order to actively and pro-actively take decisions. Active decision-making involves a responsible choice that must be made, while pro-active decision-making is the practice of making decisions in advance just like "in the case of fire". Many decisions, with huge or small impact, are being made by people on a daily basis in military or civilian life. Many are "good" decisions having to sustain a company's strategy efficiently. Yet, many do not take into account all available information or further implications. The objective of decision-making process is to considerably increase the proportion of good decisions, and thus improving overall performance.

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CONSIDERATIONS REGARDING THE IMPACT OF ECONOMIC SECURITY ON NATIONAL SECURITY

Author: NITA, Aurelian

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: The concept of security until 20 years ago was studied only by strictly military aspect. Changes occurring at the end of the century, in European environment, led redefining the concept (security) by considering the threats type such as : economic, social, ecological, etc., in the event of a broad framework of measures against them. The pages that follow capture the steps of analyzing the economic impact on National Security from the perspective of the Copenhagen School and also Army position, in shaping of the security features of the new capitalist economic system. Starting from understanding the new concepts, in the future, we will be able to understand the necessary requirements to maintain realistic control over the national economy in order to ensure security.

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THE OPTIMIZATION METHODS OF MODERNIZATION PROCESSES REGARDING THE LARGEST TECHNICAL INTEGRATED SYSTEMS

Author: SANDRU, Vasile - Ioan

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: This article describes an optimization model of Surface-To-Air Missile System like a technical integrated system. The theoretical model of optimization describing the basic relationships between the Life Cycle Cost of the system and the frequency of upgrades related to the moral decay, during the time. The financial crisis has forced extension of system operation even if it is obsolete. Thus have designed a new modernization

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ETHICS THE MAIN QUALITY OF THE HUMAN RESOURCE

Author: SOMESAN, Ioan

Publication info: Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2011)

[ProQuest document link](#)

Abstract: Through this paper I would like to remind and reinforce the importance of the ethical level of the human resource. More than that I would like to show that for any organization the ethical level of the human resource represents an important asset by itself. After a brief introduction are presented some theoretical aspects, regarding the definitions of ethics and ethical principles. Continuing it is shown how the ethical level of the human resource does influence the processes within any organization. Then some of the bad outcomes of not implementing ethical standards are presented and finally the conclusions are emphasizing the importance of the ethics for the resources management. [PUBLICATION ABSTRACT]

Subject: Ethics; Morality; Human resource management; Organizational behavior

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Pages: n/a

Publication year: 2011

Publication date: 2011

Year: 2011

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

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MOTIVATION. THE TAXONOMY OF THE THEORIES. IMPLICATIONS FOR HUMAN RESOURCES MANAGEMENT. EXPERIMENTAL RESEARCH MOTIVATIONAL PLAN

Author: GEORGESCU, Ovidiu

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: The paper presents the most quoted theories of motivation, in order to have the basic to initiate an experimental methodology, in any institution. That could be necessary for the psychological equilibrium of individual, acting like a real sociometer.

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KNOWLEDGE FLOW IN MULTINATIONAL LOGISTICS

Author: LUNGU, Ciprian

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: Multinational logistics encompass various elements of logistic support provided to a combined joint force by multinational means, such as lead nation logistic support, multinational integrated logistic unit or local contracting. Defined as the movement of knowledge from a person, group or storage medium to another person, group or storage medium, knowledge flow sustain the ability of individuals to create, transfer and apply knowledge on identification and execution of new tasks, providing logistic support in real-time and creation of new logistic concepts and capabilities. Using knowledge management tools, the purpose of this paper is to identify, describe and analyse knowledge flow in multinational logistics, emphasising its role in improving the individual and organisational performance of multinational logistics organisations.

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INTEGRATED SERVICE SUPPORT SYSTEM WITHIN THE UNITED NATIONS PEACEKEEPING OPERATIONS

Author: ROTH, Teodor-Valentin

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: Within the international environment of the 21st century the role of the mutually reinforcing international security institutions remains of a vital importance. At least from the historical perspective, the number of member states and the number of missions carried-out The United Nations leads the way for the other organizations with security vocation. The means UN uses to address the security challenges are The

Security Council Resolutions and the respective tools to pursue the resolutions are the UN Missions / Operations. United Nations peacekeeping operations have evolved to encompass a wide range of mandated tasks. The administrative, logistical and other specialized support arrangements for United Nations peacekeeping operations are crucial for the effective implementation of these tasks. The Integrated Service Support System (ISS) represent an integrated approach to supporting and sustaining UN PKOs in the field of specific sensitive services and functions.

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THE THREATS AGAINST INTERNATIONAL/NATIONAL SECURITY

Author: ROS, Viorel

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: The concept of security has never had a static nature, but after the end of the Cold War, it has become more fluid in nature, and this feature probably will continue into the 21st century. Nowadays we are currently assisting to a redefinition of security rules and the role of international institutions. The conception of international relations, international security paradigm, the way the threats are perceived and defined, and the methods to prevent and combat them have fundamentally changed, especially after the September 11 attacks. Nowadays, the new hazards and threats to international security do not recognize national borders, are often interconnected and require increasingly more international cooperation to counter them. No state, no matter how powerful, has the capacity to ensure alone its invulnerability to new threats.

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21ST CENTURY VALUE - BASED EDUCATION'S IMPERATIVES WITHIN ROBOTIC TECHNOLOGIES

Author: PETRISOR, Silviu; PETRISOR, Ramona; BÂRSAN, Ghita

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: The present paper highlights some of the desiderata expressed at an international level, namely the scientific and technologic potential's developing, perceiving the technological innovation, not only by means of the economic benefit, but also in terms of the implementing context, the existing reports between the technologic advance and the power geography perspective, correcting, by means of an educational process, the vicious behavior, which tends to change the technological achievements into abuse instruments, meant to force the weak ones to obey the powerful force.

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LEADERSHIP IN BATTLE COMMAND

Author: IACOB, Valentin

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: Battle Command is a leader-centered process rather than a staff-centered process that projects the mind and the will of the commander into the actions of the organization he or she leads. This paper examines the role of leadership in the battle command process highlighting the importance of a leader to the process. A brief analysis of a few major U.S. Army publications supported by few relevant historical examples, led to the main findings of this paper which highlights the fact that effective decision-making and leadership provide the main foundation for battle command. Therefore, the commander is central to future thinking, vision and leadership.

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THE MANAGEMENT SYSTEM SOCAT FOR CSAR MISSIONS

Author: CRÎMPITA, Daniel

Publication info: Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2011)

[ProQuest document link](#)

Abstract: This paper deals with the upgrading of the SOCAT helicopter. The Roumanian Air Force have developed many programs - this modernization of the IAR 330 Puma helicopter makes part of it. In the first part of the paper is presented the SOCAT management system - a modern system "built" to ensure successful missions, but also for search and rescue, transport troupes or combat search and rescue(CSAR) in difficult places to get to. There are showed the main performances and operational capabilities. The accurate navigation over long distances, at low altitude and in areas with obstacles following the configuration of the terrain, day or night, in any kind of weather condition, "HOCAS" concept(hand on collective and stick)- the use of weapons on board without taking the hands on the flight orders, the pilot having the possibility of piloting and command the system without looking in the cabin, is more one of the helicopters capabilities. Then the SOCAT management system is presented through its external and internal components: EOP (Electro Optical Pod), CHAFF/FLARE (dipoles countermeasures), AADS - Air and Direction Sensor (integrated coordination), HOCAS (hand on collective and stick), control panels (AAP, ACP, R&LWR, CHAFF/FLARE, IFF), MFD- multifunction display, MFCD-multifunction color display, HMRC, MSD (mass storage device), VCR (video cassette recorder); Next in the paper are met the principles of the training for the CSAR missions. CSAR (combat search and rescue) is one of the most complex methods of the rescue the personnel, that may be found in a hostile terrain. The principles of CSAR missions are: the rapid response capacity, the interoperability, the mobility, the flexibility, the simplicity. Finally, the SOCAT system program appeared as a necessity of interoperability with NATO structures. The squadron commander got more responsibilities, being capable to apply the new methods of management of it, but also the pilots need to utilize this system in their new future missions. [PUBLICATION ABSTRACT]

Subject: Armed forces; Military helicopters; Evacuations&rescues; Military training; Military weapons; Avionics

Location: Romania

Company/organization: Air Force-Romania; 928110

Publication title: Defense Resources Management in the 21st Century

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Last updated: 2012-11-15

Database: ProQuest Central

Document 19 of 43

INFORMATION TECHNOLOGY AND ORGANIZATIONAL PERFORMANCE

Author: MOSCU, Radu

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: It is a known fact that information technology (IT) enables the military organization to decrease the amount of time spent in planning, coordinating and conducting all spectrum of operations and to increase its capabilities. This paper analyzes the overall relationship between information technology and the organizational performance inside the military organization. The aim is to establish a framework for future research in order to improve the effectiveness, efficiency and proficiency of using IT resources, both in peace time and wartime operations. The facts presented were observed and compared at first hand, as an operator, leader and manager in different military structures and task forces. The most relevant factors were seen in theatres of operations.

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Document 20 of 43

ORGANIZATIONAL CULTURE

Author: TÎRTAN, Catalin

Publication info: Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2011)

[ProQuest document link](#)

Abstract: This article examines the existing literature on relationships between an organization and its culture, processes and approaches, individual efforts of those involved from leaders to employee. The paper further argues that certain organizational cultural attributes contribute to the shaping of future courses of action, failure or not in achieving change, and considerate the goals and strategies of the business. Next, this article focuses on vision, values, and mission as core descriptive of an organization and the climate required for successful achievement of the mission statement and vision statement. Basically, organizational culture is the personality of the organization, and will drive the employee's efficiency and company performance levels. Culture is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors, and leadership. [PUBLICATION ABSTRACT]

Subject: Organizational behavior; Corporate culture; Mission statements; Leadership

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Pages: n/a

Publication year: 2011

Publication date: 2011

Year: 2011

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

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Journal subject: MILITARY

Source type: Conference Papers&Proceedings

Language of publication: English

Document type: Feature

Document feature: References

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Document 21 of 43

INTEROPERABILITY IN STRATEGIC COMBINED JOINT SPECIAL OPERATIONS

Author: NEGULESCU, Florinel Constantin

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: Throughout the history of warfare, different countries have used special operations in their effort to achieve key strategic objectives. The objectives of these special operations ranged from hostage rescue to foreign government overthrow. As a consequence of the international terrorism threat within the context of globalization, there is an increased likelihood for Strategic Combined Joint Special Operations to be used in the future as an efficient method for solving potential international crises. This paper purpose is to explore the interoperability's domain, as one of the key factors for the success of Strategic Combined Joint Special Operations.

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Year: 2011

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Journal subject: MILITARY

Source type: Conference Papers&Proceedings

Language of publication: English

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EMBEDDED SECURITY IN INDUSTRIAL MONITORING/CONTROLLING APPLICATIONS FOR MOBILE DEVICES

Author: SORA, Daniel

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: Handling sensitive data often brings up security questions. Who should have access to the data and to which parts? Should everyone be able to modify the file or database? By defining the system needs up front, engineers can choose tools to help them to do this. LabVIEW with the Mobile Module enables engineers to define user profiles that limit access to different specific user interface controls on the application, as well as to different and sensitive sections of the data. This article describes the functionality provided by the LabVIEW Mobile Module to facilitate the implementation of security for LabVIEW project libraries, shared variables and front panel objects. This article also discusses how the security architecture separates user management and authentication from resource permissions.

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Country of publication: Romania

Journal subject: MILITARY

Source type: Conference Papers&Proceedings

Language of publication: English

Document type: Conference Proceedings

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Database: ProQuest Central

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SECURITY RISKS AND THREATS - AN OVERVIEW OF FROZEN CONFLICTS IN SOUTH-EASTERN EUROPE

Author: GROSARU, Florin-Eduard

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: South-Eastern Europe, which Europe's geostrategic node, has been and will continue to be in the future an area of confrontation of major interests. Therefore, there is always a risk of resuming the politics of exclusive influence and confrontations in this region. In spite of the fact that inter-ethnic intolerance is invoked as a cause of conflicts - which is true, in fact - there are also other aspects that sustain a high level of instability and conflict in south-eastern Europe. By means of the current great powers' direct involvement in this area's geopolitical issues, the regional security has a major impact upon Europe's security as a whole, as well as upon the Euro-Atlantic and world's security in general.

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Publication year: 2011

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

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Country of publication: Romania

Journal subject: MILITARY

Source type: Conference Papers&Proceedings

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Database: ProQuest Central

Document 24 of 43

NEW THREATS TO GLOBAL SECURITY AND THE RESTRICTION OF HUMAN RIGHTS

Author: DUMITRESCU, Laura-Andreea

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: In the context of globalization, the contemporary world faces a series of security threats such as economic and financial crisis, terrorism, proliferation of weapons of mass destruction, regional conflicts, organized crime, etc. However, current developments of the security environment, characterized by the economic crisis, terrorism, globalization, climate change and increase nuclear threat, have caused concern for human rights issues to pass in the second place. Threatening condition caused by the fight against terrorism has led some states to limit some rights and to derogate from human rights principles in order to put in place measures to prevent and combat terrorism.

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

Place of publication: Brasov

Country of publication: Romania

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OFFICERSHIP - THE KEYSTONE CONCEPT IN THE MILITARY CAREER ARCHITECTURE

Author: POPENTA, Marius Ioan

Publication info: Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2011)

[ProQuest document link](#)

Abstract: This study consist into an undersized but necessary contribution to the Romanian Military Leadership challenging transformation, assuming that the "officership" concept will be (hopefully) used by the Armed Forces to define the desired model of graduates and expand measures to achieve this end state. To understand the way, we must first examine the past. The officership transformation can be adequately understood if we take a look into latest historical improvement of the topic. It makes sense to base this research by examining the developments regarding officership in the US Armed Forces, for instance, like an illustrative paradigm, and comparing it with the circumstances in our military organization. By expanding this investigation and put side by side the developments, a solid foundation could be created for describing this continuous "in progress" status of officership and the feasible alternative to get better in our system. [PUBLICATION ABSTRACT]

Subject: Careers; Military officers; Leadership; Armed forces

Location: Romania

Publication title: Defense Resources Management in the 21st Century

Pages: n/a

Publication year: 2011

Publication date: 2011

Year: 2011

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

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Document type: Feature

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THE LEGAL PROTECTION OF HUMAN RIGHTS AT THE EUROPEAN UNION LEVEL

Author: DUMITRESCU, Laura-Andreea

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: Respect for human dignity, freedom, democracy, equality, rule of law and human rights are fundamental values of the European Union, which are enshrined in the basic treaties. Charter of Fundamental Rights of European Union brings together in a single text, all civil rights, political, economic and social of European citizens and contributes in the promotion and protection of human rights. This Charter became legally binding from the entry into force of the Treaty of Lisbon, on 1 December 2009. Also, the Treaty of Lisbon provides the accession of the Union to the European Convention for the Protection of Human Rights and Fundamental Freedoms (ECHR). This accession will be a consequence to the new legal personality of the EU and will highlight the significance of human rights at the level of the Union.

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Country of publication: Romania

Journal subject: MILITARY

Source type: Conference Papers&Proceedings

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THE NATO PARLIAMENTARY ASSEMBLY FROM BUCHAREST A LANDMARK OF NATO STRATEGY CONTINUITY

Author: ILIE, Ana Mona; GHEORGHE, Ion; ILIE, Marin

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: The NATO Parliamentary Assembly that took place in Bucharest between 07 and 10 October, 2011 and gathered 350 Parliament members from the 28 NATO countries was, in our opinion, a landmark event both for the allies and for the whole international community. Upon a careful analysis of the documents drawn up and of the participants' interventions the conclusions are more than obvious. Thus, the NATO Strategy is a convincing and relevant reality with a future in place given its continuous update in line with the latest developments in the international security environment. As a result, the aim of this article is to argue in favor of the aforementioned idea by exemplifying it with recent events from NATO recent activities.

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Year: 2011

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

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Country of publication: Romania

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Document type: Conference Proceedings

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ORGANISATIONAL COMMUNICATION PATTERNS UNDERLYING ORGANISATIONAL BEHAVIOUR.

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. (2011)

[ProQuest document link](#)

Abstract: This paper presents a research framework established and used in the investigation of the concept of organisational behaviour from the perspective of the organizational communication patterns underlying it from a contrast and comparison perspective. As a result, its aims are as follows. First of all, it sets out the guidelines

for a scientific approach to the differences and similarities between organizations that act in the same field of expertise but account for different results and outcomes in their yearly reports. Second, it lays the ground for a common framework of analysis and interpretation of the data that may be gathered through instruments designed and customized in accordance with the investigation target, namely organizational behaviour as revealed by the communication patterns describing it. In this respect, the paper provides a concept breakdown into defining dimensions and variables, as well as the questions that could be asked and integrated into the investigation instruments. [PUBLICATION ABSTRACT]

Subject: Organizational behavior; Communication

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Pages: n/a

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Publication date: 2011

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

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LEGAL TOOLS, INSTITUTIONS AND MECHANISMS INVOLVED IN ACCOMPLISHING NATIONAL AND INTERNATIONAL SECURITY GOALS

Author: ILIE, Florentin Adrian

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: The complex issues pertaining to the national and international security cannot be tackled in the absence of an operational intervention on behalf of the international organizations. The latter need legal tools

and efficient mechanisms in order to safeguard values such as peace, democracy and human rights, all of which uphold the modern evolution of contemporary society. With a view to this general truth this article focuses on analyzing the most important solutions to current security matters.

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Publication year: 2011

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THE MANAGERIAL/INTERNAL CONTROL

Author: BARCAU, Liviu

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: The current paper is aimed at concisely presenting the Ministry of National Defense approach related to the Managerial/Internal Control System in comply with the EU requirements and the national regulations in force at present.

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Publication year: 2011

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Document type: Conference Proceedings

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THE ROLE OF STATE INSTITUTIONS IN MANAGING THE SOCIAL CRISIS

Author: MESAROS, Vasile

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: Knowledge is an essential part of an organization (including the military organization) and all of its components should be taken into consideration by managers and leaders. Considering the above mentioned aspects, the Romanian Armed Forces should develop a framework for enhancing the organizational memory, with emphasis on lessons learned and underlying the intangible value of human knowledge.

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EUROPEAN DEFENSE MANAGEMENT: A BALANCE BETWEEN SECURITY, STRATEGY AND FORCES

Author: IOAN, Marian

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: The balance between security, strategy and forces represents a solution for the European defense management, as a key point for stability and prosperity for all countries in this region. New security architecture is necessary in Europe. And this will be a good way for European leaders to show their capacity and understanding to solve and develop a positive strategy. Harmonization of security, strategy and forces is the absolute key for success. The last but not the least, economic and military cooperation is probably the best method to improve peace, security and prosperity in Europe. Harmonization of political and economical differences, and more between security, strategy and forces could be probable the first step and maybe the principal key for a common defense approach. This paper presents a few considerations regarding with past, present and future of Europe and tries to demonstrate that some solutions for the European defense cooperation are possible.

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Publication year: 2011

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Year: 2011

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Journal subject: MILITARY

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CONSIDERATIONS ON SPECTRUM MANAGEMENT IN MILITARY OPERATIONS

Author: GEORGESCU, Valentin-Gabriel

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: With the progress of technology encountered over the past decades, the importance of radio frequency spectrum has become more and more visible and recognized. Effective spectrum management in today's modern battlefield is an important prerequisite to allow commanders at each level to conduct their mission successfully. This includes availability of Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) capabilities. Spectrum management is an all-embracing activity conducted by the military throughout the battlespace, at all levels of command. The process, which enables this activity, relies heavily on the exchange of information amongst the different levels of command and entities that use the spectrum, to include non-military users. Access to this information is essential to provide friendly forces with usable spectrum in a timely and reliable manner so that they can successfully accomplish their mission. This paper highlights few aspects concerning the management of the radio spectrum resource in military operations.

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INTERDISCIPLINARITY AND TRANSDISCIPLINARITY

Author: PETRISOR, Silviu; BADEA, Dorel; BADEA, Carmen

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: The need for interdependencies between different disciplines to address (theoretically and practically) the optimal solution to certain problems in various areas, based on these realities, has resulted, ever since the mid twentieth century, today being already advanced, at a macro level, the concept of "Hybrid Age" an equivalent to the fourth wave (in Toffler's language) in which human evolution turns into a man-technology co evolution. So, "disciplinarity"-based concepts (trans, multi, inter) acquire complex meanings, completing initial area meanings, all these with the purpose of searching for new sources of organizational performance. The article investigates the issue of organizations' material resources approach (role and importance) in terms of principles and methodologies that are specific to a relatively young science, Logistics, with a specific management claimed to be solved by both economists and engineers. In the same note, in agreement with the theme of this conference, we also lay emphasis on the fact that there are discussions in Logistics literature regarding the civil-military interconditioning type, with significant results in the improvement of best practices in the field of logistics activities' outsourcing.

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Database: ProQuest Central

ATTITUDINAL PERSPECTIVE ON UNDERSTANDING INDIVIDUAL BEHAVIOUR WITHIN ORGANISATIONS

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. (2011)

[ProQuest document link](#)

Abstract: Taking into account the roles played by an individual within an organisation as a subordinate, peer, manager/ superior and the attitudes and behavior triggered by this, it becomes more than an obvious necessity to conduct a literature review on the relationship between attitudes, beliefs, behavior within an organizational context. Thus, a clear understanding of the aforementioned can be of further use in undertaking organizational processes such as: recruitment, employment, induction, and herein in aligning individual behaviour to group and organisational behaviour. Consequently, the aim of this article is to carry out such an investigation by highlighting those aspects pertaining to a better understanding of individuals' behaviour within organizations. [PUBLICATION ABSTRACT]

Subject: Organizational behavior; Employee attitude; Values; Behavior

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Pages: n/a

Publication year: 2011

Publication date: 2011

Year: 2011

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

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Country of publication: Romania

Journal subject: MILITARY

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STRATEGIC DECISION MAKING USING SENSE-MAKING MODELS: THE CYNEFIN FRAMEWORK

Author: VASILESCU, Cezar

Publication info: Defense Resources Management in the 21st Century : n/a. Brasov: Romanian National Defense University, Regional Department of Defense Resources Management Studies. (2011)

[ProQuest document link](#)

Abstract: In every organization the activity is always based on a number of daily decisions, but sometimes serious decision-making problems are needed to be taken, usually under risk and uncertainty. The paper presents a number of basic decision making models have been developed to aid business managers, with a highlight on their pros and cons. Today's business environment has a fluid, ambiguous and uncertain nature, so classic rational decision models simply won't work well in many situations. In this respect, the paper further analyses an innovative strategic decision process model named Cynefin that reflects current concerns and practice in management and organizational theory and was relatively recent developed to helps leaders determine the prevailing operative context in order to make the most appropriate choices. [PUBLICATION ABSTRACT]

Subject: Decision making models; Strategic management; Organization theory

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Pages: n/a

Publication year: 2011

Publication date: 2011

Year: 2011

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

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Country of publication: Romania

Journal subject: MILITARY

Source type: Conference Papers&Proceedings

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LEADERSHIP STYLES

Author: DUTA, Constantin

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: In this paper, I tried to emphasize various styles of leadership, starting with three major types and others which until now, many theoreticians have found, by stressing some of the characteristics representative for each style of leadership described below. In addition, I outlined what kinds of leadership are suitable for military or business environment, trying to find out the type of structure where a specified style can be found. Nowadays, the environment continuously changes offering to a leader the opportunity to direct his or her people in a way that can fulfill or not the organizational objectives by using a proper style. This was my goal for choosing this topic, and to add some ideas from a military point of view. Of course, my paper has some limitations, but I have taken into consideration the fact that this topic will be on the target of many of us in order to develop, step by step, those leadership styles for the sake of our employees or subordinates, and for the organization .

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BOTTOM-UP/TOP-DOWN BUDGETING

Author: BOLOJAN, Florin

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: For any organization, dealing with the budget is a great challenge. This article intend to present some aspect about two main type of budgeting: bottom-up and top-down, as they are used in many types of companies. From the beginning, there are said few words about these methods, that are described after the introduction, one by one. For every method of budgeting, are shown the main advantage and disadvantages that was also detailed. At the end, this paper said some words as a conclusion for these budgeting methods. In an ideal context, the best way of budgeting could be a flexible mixture between the top-down budgeting and bottom-up process, for obtaining optimum results for the companies.

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PLANNING BASED ON CAPABILITIES, THE KEY TOOL BOTH BUSINESS PLANNING AND DEFENCE OF NATO AND THE ARMIES OF THE MEMBERS STATES

Author: Hornea, Ionel

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: As expected, the implications of financial and economic crisis facing humanity after 2008 strongly affected and the defence policy, both at the Nor-Atlantic Alliance and member or non-member states. Based on this this fact, the approach aims, at the beginning, a presentation of using common elements in planning and running of the business and, accordingly, defence planning. Further, given the fact that a capability can be used in several scenarios or scenario can encompass more capabilities, stressing the need to prioritize objectives and goals of the adopted strategy. Finally the approach presents a personal view about the main elements of the defence planning process, the Romanian Armed Forces should consider them, with emphasis on developing capabilities for forces to be able to participate in fulfilling the full range of NATO mission.

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KNOWLEDGE MANAGEMENT AND HUMAN RESOURCE

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. (2011)

[ProQuest document link](#)

Abstract: The hereby paper attempts to address aspects related to knowledge management and its relevance to the personal and professional development of employees under the current economic, social and cultural circumstances. Some of the aspects examined will refer to understanding the relationship between knowledge and learning, knowledge creation and sharing, intellectual capital and its role in increasing organizational performance and the concept of "knowledge workers". [PUBLICATION ABSTRACT]

Subject: Human resource management; Knowledge management; Organizational behavior; Organization development

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Pages: n/a

Publication year: 2011

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

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HUMAN RESOURCES MANAGEMENT IN THE GERMAN FEDERAL ARMY (BUNDESWEHR)

Author: ALEXANDRESCU, Mihai Bogdan

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: With its 320 thousand civilian and military employees, federal army represents one of the largest German employers. The German Armed Forces offers a wide range of varied and interesting professions and future careers for the military personnel.

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Document 42 of 43

SECURITY CHALLENGES IN THE XXI CENTURY

Author: TEODOR, Mihai

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: Never in modern history of mankind were there many elements of uncertainty. Despite the many assumptions issued in recent years, few are able to discern what will happen in the medium or long term, and assumptions are accurate. Increasing the values of the components of the new security equation means that we have entered an era of strategic insecurity. The situation is even more complicated as the process of globalization continues, which means that nobody can be considered outside the game. The need for self-protection of some states may result in a third reflux democratization that end of the third reflux democratization. What are the most endangered states is not hard to guess, but no saddle democracies powers can not be considered safe.

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IMPROVING IT SERVICES THROUGH VIRTUALIZATION

Author: OGÎGAU-NEAMTIU, Florin

Publication info: Defense Resources Management in the 21st Century . (2011).

[ProQuest document link](#)

Abstract: ven if virtualization was used for the first time in the middle of the '90s its true advantages are being applied today. Virtualization presents an attractive solution for organizations looking to save money and generate value from their IT investments because of its potential to reduce capital expenses and energy costs. The technology has found important applications over a wide range of areas such as server consolidation, supporting multiple operating systems, kernel debugging and development, system migration, etc, resulting in a widespread usage. Most of them present to the end user a similar operating environment however they tend to vary widely in their levels of abstraction and the underlying architecture. This article discusses what virtualization is and how organizations can benefit from adopting virtualization into future IT plans.

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