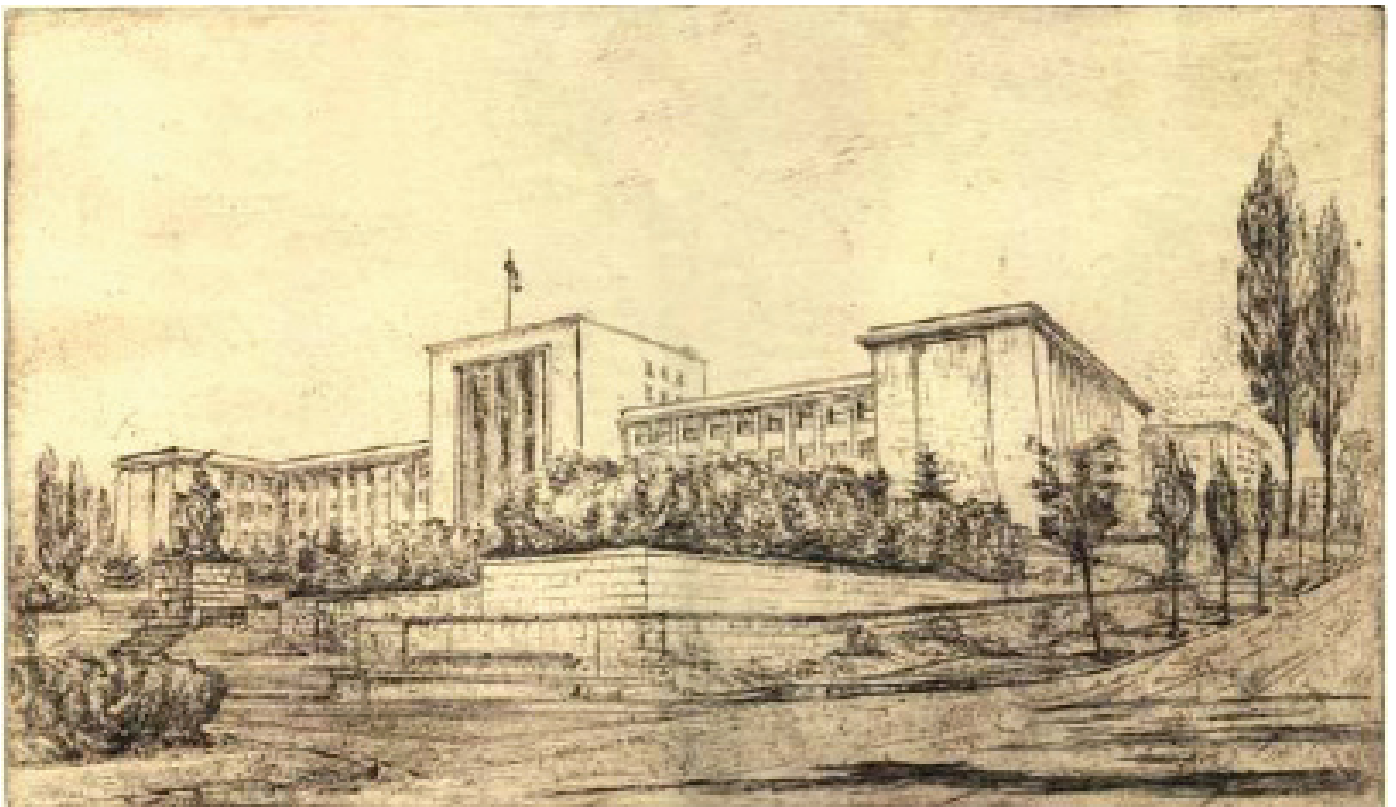


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# THE PLACE AND ROLE OF THE CENTRE FOR ANALYSIS AND EVALUATION OF DATA FOR THE MINES WARFARE IN MAKING THE RECOGNIZED IMAGE IN THE MARITIME ENVIRONMENT

Captain (Navy) Professor Ion CHIORCEA, PhD\*  
Commander Engineer George BUJOR\*\*

**Abstract:** *The image of the recognized marine environment, RMEP "Recognized Marine Environmental Picture" is part of the Recognized Environmental Picture, REP, and it represents maps with data and information about the combat environment in the maritime area.*

*To achieve the required RMEP, the collecting, processing, analysis and integration of marine data (hydrographic and oceanographic data, survey data on coastal and port development area) and the identification of all submerged objects (wrecks, pipelines, mines etc.) are needed.*

*RMEP aims to increase the safety at sea in peacetime, crisis and war, as well as provide useful information about the physical field of battle in case of rapid intervention of NATO forces, NRF's Maritime Organization (NATO Response Force Maritime Organization); also RMEP information is essential for the structures that plan and execute mine counter combat actions MCM (Mine Counter Measures).*

**Keywords:** *recognized picture, maritime security, planning, mines warfare.*

The detailed description of the physical battle field needed to support military operations was described as the Recognized Environmental Picture (REP). As defined by NATO, REP is "a full and continuous description of the geospatial, meteorological and oceanographic information (GEOMETOC) for the planning and waging of the joint operations in a specific area at a specific time, and supporting unity of effort in the battlefield"<sup>1</sup>.

The concept REP was developed by NATO out of the need to support, with information about the combat environment, the NATO Response Forces (NRF) as their fast intervention, that *can be deployed within five days of notification*<sup>2</sup>, requires an available and updated data set in order to plan

and execute missions anywhere in the world in the area of responsibility of NATO. Although the concept of REP is mainly targeted at strategic and operational levels, it needs to be extended to all levels of command, including interoperability with the national forces at the tactical structures. Given the fact that to achieve REP is quite costly and the NATO responsibility area is quite large, the achievement of the recognized environmental picture for the area where the NRF act must be made by the State in support of which it intervenes. This "local REP" may include information from the local environment such as local weather forecasts, detailed information about buildings, port facilities or other facilities or obstacles that may affect the military actions.

Based on these needs to achieve a local REP, to convey information in a particular area of interest, as it can be seen in Figure no. 1, the Romanian state must collect, store, process and analyze data from all backgrounds including the maritime area, called "the Recognized Marine Environmental Picture – RMEP".

<sup>1</sup> Marin ALNIȚEI, *Imaginea recunoscută a mediului în războiul viitorului*, "INFOSFERA", anul II, nr. 3, Bucharest, Trustul de Presă al Armatei, 2010, p. 47.

<sup>2</sup> *Ibidem*.

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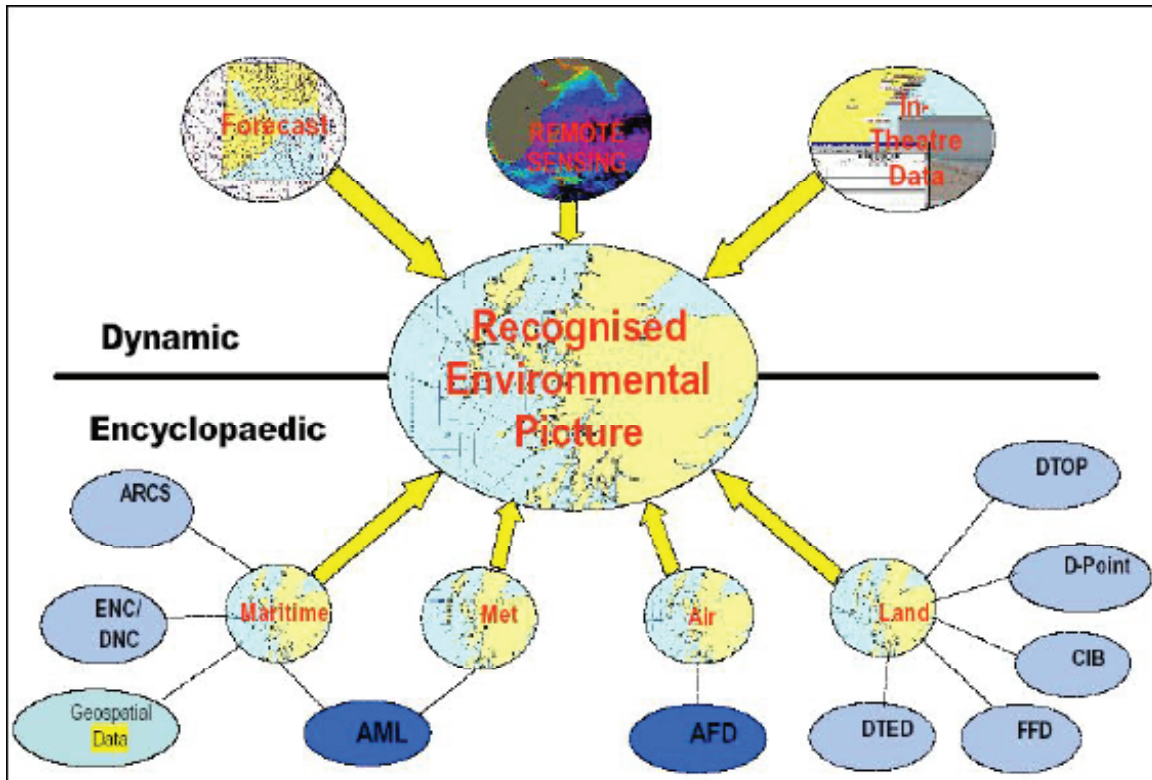


Figure no. 1 Recognized Environmental Picture components (REP)  
 Source: www.ukho.gov.uk, AML Handbook, UKHO, 2012, p. 21.



Figure no. 2 Establishing the maritime borders between Romania and Ukraine, the claims of the two countries and the border established by the International Court of Justice

Source: [http://arhiva.euractiv.ro/uniunea-europeana/articles%7CdisplayArticle/articleID\\_16280/Curtea-Internationala-trage-o-linie-intre-pretentiile-romanesti-si-cele-ucrainene.html](http://arhiva.euractiv.ro/uniunea-europeana/articles%7CdisplayArticle/articleID_16280/Curtea-Internationala-trage-o-linie-intre-pretentiile-romanesti-si-cele-ucrainene.html), accessed on 05.08.2015/22.00

### The importance of achieving RMEP

The achievement of RMEP has a strategic importance, being part of the local REP belonging to the Romanian state, and it contributes to regional security in the Black Sea, providing the information support describing the battlefield in the maritime area. If we analyze Romania's national security in the sense of the contemporary definition, we

will find out that out of the five dimensions of security (political, military, economic, social and environmental), achieving RMEP influences directly and essentially four of five dimensions, namely:

- Influence on **political dimension** the delimitation of maritime borders: in 2009 the maritime border between Romania and Ukraine



was established (see Figure no. 2) and currently negotiations are carried out to establish the maritime border between Romania and Bulgaria:

- influence on the **military dimension** the achievements of the navigational charts with complete information necessary for carrying out the battle;

- influence on the **economic dimension** providing a complete set of data about the ports facilities, the configuration of the coast and marine resources;

- influence on the **environmental dimension** in the Black Sea area - providing a set of data needed to ensure a safe navigations to avoid natural disasters and ensuring environmental data necessary for the intervention to reduce the negative effects of pollution.

In conclusion, we can affirm that RMEP essentially contributes to the achievement of the national security in the Black Sea, even with a strategic value by providing the information needed for the local REP NRF's intervention, but also with a major contribution to economic and trade benefits. It is difficult to quantify the economic and commercial benefits arising from a national hydrographic program, but several studies of the Member States of the *International Hydrographic Organization (IHO)* indicate that the cost / benefit ratio is at least 1:10 for the most nations dependent of maritime trade worldwide or for which the maritime trade is of prime concern<sup>3</sup>, given that the volume of maritime trade worldwide is growing and in the future, the sustainable development and the national use of sea areas will become a major concern of governments and maritime industry.

### Achieving RMEP

The US Navy Forces want dominate in the counter mine war and, to achieve this end, undertake this war very well documented, using RMEP information as planning tools. Therefore, they pay particular attention to the collection of meteorological and oceanographic parameters which are important for MC war operations, activities deployed by the Naval Oceanographic Office (NAVOCEANO) and forces running Mine Actions, "Mine Counter Measures" forces. The US

Navy put great emphasis on RMEP in decision-making in MC war operations, especially in the coast, where oceanographic parameters are of great complexity and greatly influence MCM operations. The data sets from NAVOCEANO, available in various mathematical models, help the control structures COMINEWARCOM, Mine Warfare Command in mine counter planning operations<sup>4</sup>.

Similarly the US, Romania created a specialized structure in MWDC "Mine Warfare Data Center" (Centre for the analysis and assessment of the mine-counter data) in the Directorate of the Maritime Basin of the Romanian Navy, which is capable of generating RMEP in the area of responsibility. The information collected from different sources, specialized forces within the Directorate of the Maritime Basin, the divers' Center, Division of mining-mine removal or private companies that have as the research domain hydrography and oceanography, reaches MWDC through communication systems, where they are processed, analyzed and finished products are generated about the marine environment; these finished products are necessary for the command structures in the mine-counter fight. This marine environmental information goes to specialized structures within Navy, where they are used in decisions taking process on planning mining and de-mining operations.

So we can define MWDC as the specialized structure of the Navy which aims to build a database with information about the marine environment and to achieve the local RMEP which is necessary for the national and allied forces in war operations planning, especially mining and de-mining.

In MWDC, through RMEP, it is performed for the first time the integration of different types of digital, environment information that was created for certain specialized fields into a single system. Given that information arises from various sources, there are some problems in integrating environmental information. They concern mainly data formats which are from different sources, of different generations and therefore the challenge is to find an integration platform to generate a consistent image in a single system, to which we can add other useful information, from other sources of information, so this RMEP be useful for a wide range of users.

<sup>3</sup> IHO Publication M2-National Maritime Policies and Hydrographic Service, versiunea 3.0.3 - march 2015, pp. 16-17.

<sup>4</sup> [http://www.nap.edu/openbook.php?record\\_id=9773&page=28](http://www.nap.edu/openbook.php?record_id=9773&page=28)

<p>SOURCES OF INFORMATION</p>	<p>MWDC - Analysis and assessment center for the fight against mines</p>			<p>MWC - Command mine warfare center</p>
<p>1. DATA AQUISITION</p>	<p>2. DATA PROCESSING</p>	<p>3. Layers Construction</p>	<p>4. RMEP Distribution</p>	<p><b>REP INTEGRAL TO JOP</b></p>
<ul style="list-style-type: none"> <li>• Topographies data acquisition from coastal zone</li> <li>• Port design</li> <li>• Hydrographic&amp;oceanographic data</li> <li>• underwater contact information</li> <li>• Historical information about mine</li> <li>• Sea mine data base</li> <li>• meteorology</li> <li>• Other information (about population s.o)</li> </ul>	<ul style="list-style-type: none"> <li>• Verifying the validity of information, eliminating redundant data</li> <li>• Checking positioning, correlating information from multiple sources</li> <li>• Linking data about each point that defines a point on the map</li> <li>• Identifying submerged objects</li> </ul>	<ul style="list-style-type: none"> <li>• Making maps in coastal areas, topographic data integration, port development;</li> <li>• Making sea maps, oceanographic, hydrographic data integration;</li> <li>• Making maps with submerged objects, large and small objects</li> <li>• Making RMEP and areas of operation</li> </ul>	<ul style="list-style-type: none"> <li>• Data transformation into final products that can be transmitted by means of communications and information</li> </ul> <p>5. RMEP Reconstruction</p>	

Figure no. 3 Scheme for achieving RMEP information flow

So we can conclude that to achieve a RMEP there are two types of challenges:

- integration of a wide range of environmental information, of different types of formats;
- a diversity of ways in which environmental information should be recognized, viewed and understood.

The answer to these challenges is to achieve RMEP using the concept AML (Additional Military Layers). "AML is a unified product range

encompassing digital geospatial data to satisfy all the requirements for NATO non-military maritime navigation"<sup>5</sup>. This concept was developed by UK, early in the '90s as a support for ECDIS (Electronic Chart Display and Information System) military systems and in 1997, at the British

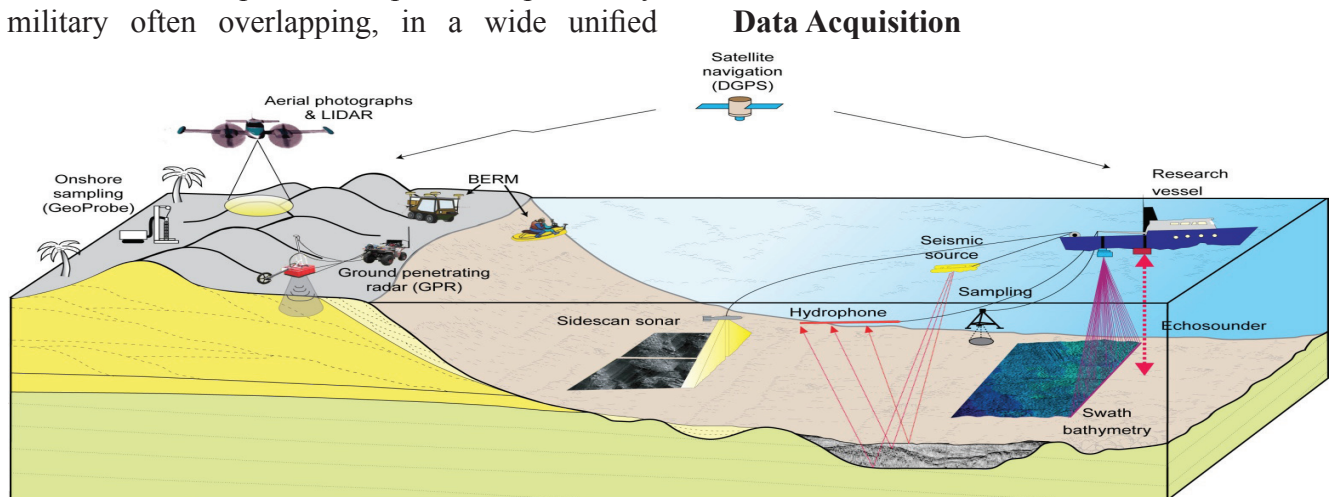
<sup>5</sup> Emil DOBRESCU, *Reprezentarea situațiilor tactice pe hărți electronice*, SMFN, Buletinul Forțelor Navale nr. 5/2006, p. 47.



Defense Ministry's proposal to NATO Geographic Conference, the project was continued as a NATO initiative, the ad hoc task group working on issues of hydrography (now called the Marine Geospatial Working Group).

This definition was developed starting from the AML objective, set at the same meeting, which is to "provide all the information that exists today in the form of maps or other products specifically military often overlapping, in a wide unified

MWDC occupies a central position between the sources of information gathering and recipients of information, MDWC structure being responsible for RMEP processing, construction and distribution, moreover, according to military requirements, MWDC structure being able to reshape RMEP products so that they can be useful in planning military action.



**Figure no. 4** Schematic diagram of the various techniques used for gathering data and information in order to achieve RMEP

**Source:** [http://pubs.usgs.gov/of/2008/1206/html/figs/fig2\\_1.html](http://pubs.usgs.gov/of/2008/1206/html/figs/fig2_1.html), accessed on 05.08.2015/18<sup>15</sup>

product that ensures the elimination of information replication“.

It can be noticed that NATO has continuous concerns to RMEP knowledge and, in the recent years, they have developed software that allows the processing of marine environmental information and they “stratified” it into maps with information relevant to military action.

To achieve RMEP as shown in Figure no. 3 we must go through five stages:

1. Data acquisition;
2. Data processing: verification, data processing and identifying underwater objects;
3. Construction of RMEP layers;
4. RMEP distribution RMEP to users, mainly the command center of the war with mine;
5. RMEP reconstruction according to special requirements for the planning and conduct of operations and its redistribution to users.

Analyzing Figure no. 3 “Scheme for achieving RMEP information flow”, we can see that for Romania’s area of responsibility at the Black Sea

To collect the data necessary to achieve RMEP a series of instruments of the highest technology and precision are necessary. These data and information, after being analyzed and integrated, can be used to produce and update maps, resulting in increased safety at sea and a sustainable marine environment protection, but also contribute to the development of other elements of economic and national infrastructure that can bring the already described benefits.

Analyzing the schematic diagram in Figure no. 4 we can say that to achieve a RMEP we need:

*a. An accurate positioning*

A very precise positioning system so that information of a point, from different sources or from different intervals of time, to be associated to that point. In the recent decades the ability to accurately position the data has grown enormously through the availability of satellite global positioning systems, particularly when using differential techniques (DGPSs) - Differential Global Positioning Systems.

*b. Gathering information from the sea*

First of all, for this activity you must have



hydrographic ships, where one can install equipment that can sail offshore in deep waters, but also in the coastal zone or ports, in very small waters. The equipment used is of the latest generation, costs are very high but the quality of information is essential in defining precisely the points, with full details and the vector maps.

c. *Collecting the topographic information from the coastal area and the port development information.*

The knowledge of the morphological parameters of the beach areas is of particular importance in the management of risk generated by extreme natural events such as severe storms, floods and even tsunamis. Based on morphological characteristics, such as the backshore area, one can trace some safety margins in order to reduce the potential material losses. Also, the information about beaches is essential to landing military operations.

To this hydrological, oceanographic and topographic information we can add meteorological information and other data that can completely picture the recognized image of the marine environment.

with information the research structures for the hydrographic and oceanographic planning campaign. As we can see in Figure no. 4, to achieve RMEP we need data about:

a) Marine environment factors: both from the littoral and from the water and on the bottom of water;

b) Submerged obstacles : both large ones, which can be dangers to navigation , but especially the small ones, which can be sea mines and represent a real danger , in peacetime, crisis or war.

The main marine environment factors on which general staffs have to focus attention in planning military actions are:

- and elements: landscape, rivers, soil and vegetation, settlements, demography, communications network, coast and the shores appearance, port facilities;
- marine elements: the level oscillations, waves, sea currents, temperature, salinity, density, color and sea water transparency, seabed topography and nature.

Legend: 3 - huge importance, 2 – medium importance, 1 – small importance, 0 – insignificant

	Depths very small (0-3m)	Depths small (3-12m)	Depths medium (12-60m)	Depths large (>60m)
Bathymetry	3	3	3	2
The sediment particle size	2	3	3	2
Seabed diversity	2	3	3	1
Seabed roughness	2	3	3	1
Burying mines	3	3	3	1
Currents / waves	3	3	2	1
Water clarity	1	3	3	2
Temperature and salinity	1	2	3	2
Acoustic properties	0	3	3	3

Figure no. 5 The importance of hydrographic and oceanographic factors on mining, mine removal actions.

Source: Grecu Sorin, *Acțiunile centrului de analiză și evaluare date pretru lupta antimină în sprijinul misiunilor de minare – deminare*, Bucharest, "Carol I" National Defence University Publishing House, 2013, p. 78.

As it can be seen in Figure no. 3, the MWDC structure is not directly responsible for data acquisition. The MWDC structure centralizes information from all structures with responsibilities on different areas or from the private firms that perform research in the Black Sea and supports

Given that the Romanian continental shelf depths are prevalent between 12 and 60 meters, we can see that many submerged objects influence MCM actions at the Romanian seaside. To "take stock" of submerged objects we need the following data:



- Historical data about mine dams, wrecks and submerged obstacles from the II World War;
- Technical and tactical characteristics of foreign and own mines;
- Data on submerged objects: shipwrecks, pipelines and small objects (mines, barrels, metal objects, etc.).

Information about submerged objects can be obtained from specialized forces which operate the following equipment: side scan sonar and magnetometer. To be useful this information, to analyze a submerged contact, the equipment must use the same positioning system. An error of a few centimeters can create the confusion of 2 contacts instead of one and it would be very difficult to achieve RMEP.

Essential information for these MWDC is the prints of these small objects; they are required to identify potential dangerous contacts and start planning for identification. These databases on mines fingerprints should be established in peacetime, which is a lengthy process, the information is of paramount importance in times of crisis and war.

### Data processing

In order to sustain an action plan on MCM line in different areas or districts it is necessary that each national MWDC presents NMWMSIDS (Naval Mine Warfare Mission Specific Information Data Sets).

Data processing is performed in three steps:

- Data collection;
- Data storage;
- Data fusion.

- *Data collection* involves the introduction of the raw data acquired from different equipment, from Step 1 of the process of making RMEP. This involves the acquisition and primary processing of data on the marine environment in the area of responsibility of the FN through hydrographic and oceanography research in collaboration with specialists from the DHM hydrography and oceanography department or other contributors. The primary processing of raw data has minimum degree of processing so as to eliminate errors, being checked by experts who operate equipment.

- *Data storage* involves creating specialized databases on information necessary for the MC fight: geographical coordinates of possible mines

left over from World War II on the seabed in the Romanian seaside, of the wrecks of ships and aircraft under the seabed, the rocks, wires, pipes submarines etc.

- *Data fusion* is the most important step in the data processing stage and involves the following activities:

- Positioning checking and correlating information from multiple sources;
- Linking data about each point that defines a point on the map;
- Identification of submerged objects.

Usually, your contact information is obtained from a single source: side scan sonar, magnetometer and other equipment. To identify contacts, one can start with simple information obtained from a single source, which leads us to believe there is a possible object. The contact information can be from submerged objects or from various forms of submarine relief that produce different reflections.

There follows a planning process developed by other research in the area, with other equipment for collecting additional data. This raises issues about data fusion about contacts because of problems in the locating systems. It might have been ideal that the equipment be on the same vector, with the same geo-referent and the signals be integrated on a single processing software platform. Unfortunately, because the equipment is very expensive, sometimes of different generations, they have not been purchased as a system, the purchase being made in stages, which makes it very difficult to integrate it into a single system.

The additional information about the possible object is analyzed and can lead to conclusions, increasingly arguing that a contact found by a device may or may not be a submerged object.

In order to identify submerged objects it is just sufficient the analysis of the signals obtained from the equipment; they can lead to the classification of objects with a certain degree of probability, based on: the quality of the data obtained, the number of information obtained from different equipment, the fingerprints of the submerged contacts in databases and, not least, the training of personnel that analyzes the information.

For a reliable identification of the submerged contacts there must be used visual information by filming these contacts by specialized divers or





ROV "Remotely operated underwater vehicle", otherwise there will always be a higher or lower probability of identification and classification of objects submerged.

**The construction of the layers**

MWDC must be able, as after making the database, the operating system of recording and cataloging database of all submarines and mines obstacles, and processing information, to produce tactical and special maps on AML starts (Additional Military Layers) on the restrictive areas and information datasets for combat missions against mines, in accordance with STANAG 1116, NMWMSIDS (Naval Mine Warfare Mission Specific Information Data Sets), based on hydrographic, oceanographic, topographic and geophysical data.

Making marine charts with general data about the coastline and sea area, topographic and hydrographic data and port development, is the activity which is carried by the cartography department of the Maritime Basin Directorate. MWDC task is to complete these electronic maps with relevant environmental information to assist the command structures in planning the mine – mine removal actions.

Mapping the identified submerged obstacles is the most important activity to achieve RMEP. This map includes information on the sub-structured layers, about:

- LBO ("Large Bottom Objects") on the seabed for ASW (Anti-submarine warfare) and MCM;
- SBO (Small Bottom Objects) small - objects seabed for MCM;
- QRT (Q-Routes) - Q routes, access passes;
- MWDC is responsible for producing and updating these NMWMSIDS data sets. Also, after creating such datasets, national MWDC, by designated officers, participate in predefining Q routes.

Achieving these maps with data about submerged objects is essential for:

- Defining dangerous navigating districts because of the large objects on the seabed;
- Defining dangerous districts because of the mines danger. This danger exists in peacetime, especially because the districts mined in the Second World War have not been thoroughly cleaned, but especially in wartime, when certain areas will be mined by the own forces and areas mined by the enemy;
- The safe accomplishment of the "leads through" missions. Having a RMEP with identified submerged objects is easier if from the last update of the map were no changes; in this way we can tell if there were executed missions for mining routes Q by the enemy and we can eliminate the mine danger with MCM and EOD specialized forces (specialized forces in defusing explosive devices).

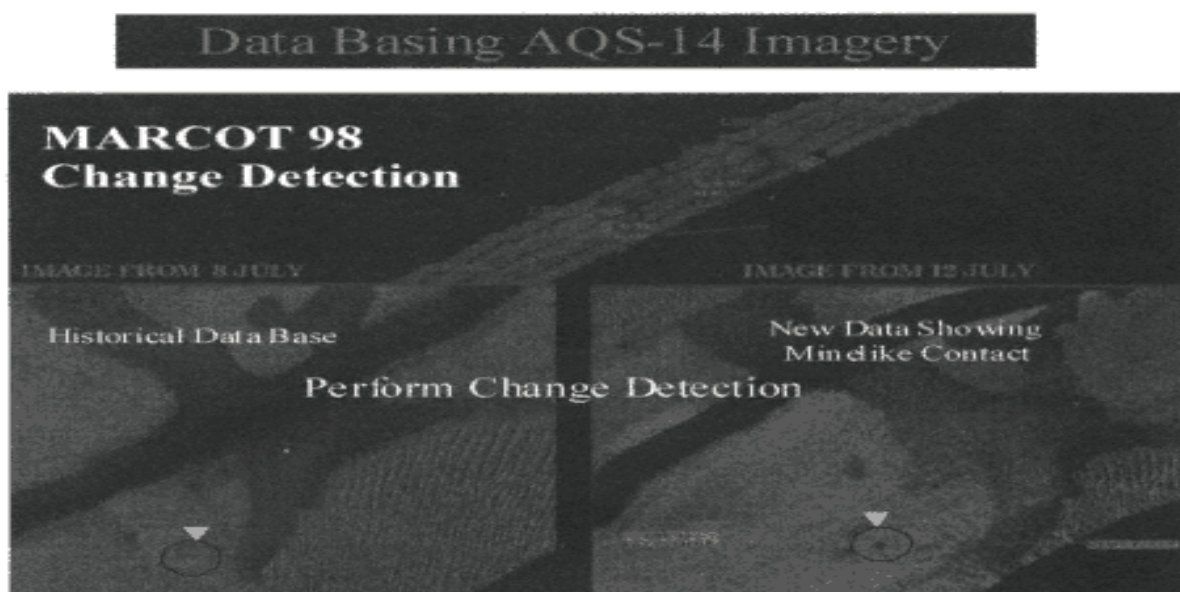


Figure no. 6 Comparison of the images in the database

Source: [http://www.nap.edu/openbook.php?record\\_id=9773&page=28](http://www.nap.edu/openbook.php?record_id=9773&page=28), Oceanography and Mine Warfare, accessed on 06.08.2015/10<sup>00</sup>



In Figure no. 6 we can see that, in the right side, a small object appeared and that it was not discovered and identified in a previous research. For such missions, especially in times of crisis and war, UUV's would be very useful; these Unmanned Underwater Vehicles, equipped with Side Scan Sonar and magnetometer, could be programmed to execute research on routes Q for access ports without being detected by the enemy, thereby ensuring secrecy of access passes.

### RMEP Distribution

RMEP distribution involves the provision of products designed according to user's needs and the NEED TO KNOW principle. To transfer products, MWDC WILL use communications and ways to ensure data protection, appropriate to the level of secrecy.

The data is distributed over 3 levels, the classification level of information depends on the content of data and on the operational considerations. The distribution of information can be done through various channels, such as:

- unclassified channels, for level one information containing general information, useful information that can be used by civil society in economic or ecological activities;
- classified channels, its publication being made only by means ensuring the corresponding secrecy level, to the allied forces in NATO distribution being made on the network secret (NSWAN) for the information of levels 2 and 3 with structured data about environment on Q routes or on areas important for military action.

### RMEP Reconstruction

Depending on the specific area of operations and information needs for the command and planning structures, requests for information are issued, demands that are placed on the flow of the accomplishment of the RMEP in the 3rd stage of construction, showing a tactics map of the operating area of interest.

### Conclusions

Making RMEP as part of the local REP, to be conducted by the Romanian State and made available to NATO allied forces, has a strategic value in knowledge of the environment in which military operations are conducted. The RMEP

site provides information about the physical description of the battlefield in the sea contributing to the Concept of Joint Operation Picture / JOP (the overview of operation) and providing essential information for the placing in the operations area of NRF, in a fast way, especially considering that the NRF should be placed in combat within five days. For these to be useful information in RMEP, information from NMWMSIDS must be checked and updated continuously.

Besides the strategic value at NATO level that RMEP has, the Romanian state should acknowledge the contribution of RMEP to the achievement of national security in the maritime area, with a major contribution in 4 sizes from 5, and it should take steps to achieve this recognized image. The lack to achieve RMEP generates a real danger to the safety of navigation and economic activities, including the Romanian seaside tourist area. About 7,000 sea mines were launched by the own forces on the Romanian seaside in the World War II. There are no concrete data about the number of mines launched by the Soviet forces with aviation or offensive submarines mining shares, but there is reliable information that these missions occurred.

To confirm the above, I note that a number of mines were discovered, as follows:

- On the 15<sup>th</sup> of June 2013 ROMFISH, a fishing vessel, pulled a German mine of UMA type;
- In the summer of 2006, during the international exercise MCM slayers found a Russian mine from the WWII of M-08 type, buried almost 50% in sediment.

The discovery of new gas or oil fields in the north (Sulina- Sf. Gheorghe), center (across Tuzla, at sea) and south (across Mangalia, at sea) will make as numerous sea pipelines and oil installations to be installed. It is clear that all these pipelines will cross the old mine dams launched on the Romanian coastline, which could create real problems if these dams are not checked and cleaned of all underwater explosives.

MWDC can play an important role in achieving national security in the Black Sea and to restore the safety of marine resources exploitation to the economic environment.

The achievement of databases by MWDC, NMWMSIDS will be a permanent tool for planning, command and decision centers of their national or allied forces in the war with mines.

In order to train the structures that collect data,





Romanian Navy should build training ranges, one in shallow water and one in average water, with various metal objects (mines of various types, pipes, barrels, etc.) so that a data set can be created to be used for analyzing the signals obtained during the research. Also, for the staff which operates specialized technique mentioned in the previous lines, and in the light of enrollment on new hunting stations, which probably will be purchased and will be equipment with similar characteristics, the Navy would have to find different providing training courses and / or specialized meetings in educational institutions subordinated to Naval Academy and the School of Petty Officers, or by sending staff on training courses abroad at specialized institutions in order to certify specialists in hydrography, oceanography and cartography.

In conclusion, MWDC is central and essential to the achievement of RMEP and offers enough products (tactical maps, evolutions of environmental factors, information about routes Q, etc) needed both for the command structures, and the execution, for the mining – mine removal actions. Also, by making NMWMSIDS and using sub-layers, MWDC can provide a flexible concept in achieving products needed for planning and decision making actions, according to information requests from the operations area of interest and the type of assignment executed.

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# NEW MEDIA – THE PHILOSOPHY MILLENIALS LIVE BY NEW MEDIA SAU FILOSOFIA GENERAȚIEI NET

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**Abstract:** *A generic term for all the IT enhanced electronic communication means, seen as opposed to the old media which covers the printed press, static representations of texts and charts, New Media refers to all that is websites, audio-video streaming, chat-rooms, emails, online communities, advertising sites, virtual worlds, mobile technology. Most of these facets are already integrated into each and everybody's record, to be deeply anchored in present times, part of a European research community, a facilitator for developing new knowledge networks. One cannot live with new media but he can't do without it either, as new media is information, it is education and it is self-image, social presence, it means being alive.*

**Keywords:** *new media; education; information; promotion; identity; connection.*

## Background information

The ever changing coordinates of our actual lives, the changes that happen both inside us and everywhere we look and go, changes triggered by social, political, economical and cultural factors have brought about a new modus vivendi which we all adopt to communicate, to socialize, learn, discover new things or build new worlds, whether we do it willingly or unwillingly.

While time and space have both suffered conceptual but also perceptive alterations, a common space has been built for all mentioned above. This common space can be approached anytime, anywhere and almost anyhow, by anyone, due to the incomensurable technological progress. *One click away* has become standardized measure for both space and time, paradoxically overlapping inches and minutes into one single indicator.

Concepts like New Media, web 2.0 and Social Media have become characterized by ubiquity while the carrying channels are wish lists for users from six to seventy-six years old.

A relatively new environment, this virtual ever self-growing world still has enough to reveal while the research in this field still has a long way to reach the maturity of other scientific fields for which plethora of papers have been produced. However, since it is a young field, this New Media, as this is the name of the relatively newly born virtual ubiquitous field, as opposed to the Old Media (all the

analogue channels of communication), has raised the interest of researchers who looked at it from educational, social, collaborative, behaviourist, political, subversive and even terrorist perspectives.

New Media stands for a new philosophy of the technology-based communication channels, while web 2.0 is the physical component of what the New Media issues, social media being, thus, the bridge that connects people who resort to web 2.0 in order to act in the New Media environments.

## Defining the concepts- new media, web 2.0 and social media

What do we actually understand by new media? New Media is seldom taken as web 2.0 or social media, since research is still young in the field and has not been able to define the concepts clearly yet. That is why we will randomly select a magnifying glass to examine this concept which comes to contradict Old Media on the one hand- therefore to speak about something new, while on the other to highlight the idea that New Media is a philosophy whose hard core is web 2.0; what is certain is that new media is connected to using technology in an innovative way, to lead the carriages for education, information, socializing, trade and advertising, to lead the charriot of a new ego and a new image about ourselves. To better understand that New Media is the philosophy, we shall mention some of its characteristics just the way Lister<sup>1</sup> drew them in

<sup>1</sup> M. Lister, et all, *New Media - A critical Introduction*, London, Routledge, 2003, pp. 13-37.

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2003, to later see the outer shell, the one represented by 2.0. Thus, among features he mentions:

- *Digitality* versus analogy, where analogue media defines data such as physical objects, whereas digital media works with binary systems, 1 and 0.
- *Interactivity*- being an interactive environment it means that the user can intervene and change the content to use it according to his own needs.
- *Hypertextuality*- defines a flexible structure and an inordinate number of possibilities to gather information, a structure where distribution and concatenation represent just the beginning of a transition from the classical text to the virtual, digital one (Zhang<sup>2</sup>, 1998). Along this, hypermedia gathers images and sound, video and text in a single place, connecting them by means of different relations (Manovich,<sup>3</sup> 2001).
- *Dispersion*-by contrast to new media, traditional media is characterized by standardizing the content, production processes and distribution. Dispersion is descentralization that creates a non linear media, which sends an inordinate number of messages to a heterogenous mass.
- *Virtuality*- the ability which new media has to technologically simulate aspects of daily life. This thing brings up the new concept „virtual reality”, which is a simulated, interactive world, created with 3D technologies. The reality of the virtual world is often characterized by immersion and presence, which can be considered the new characteristics of a future new media, the so-called web 3.0.

New Media keeps developing and it attracts more and more users in a simultaneous progression to the technological development. Chronologically speaking, digital technologies have been available since the 30s, to a certain extent of capability related to interaction, collaboration and communication through networks among users in different geographical areas. The difference that the 21st century brings is tied to web 2.0 technologies (social networks, blogs, wikies, video sharings, mashups or electronic payment systems, sound editor, image and emails or instant messaging) and to their ability to facilitate decentralized control, that

<sup>2</sup> B. Zhang, Hypertext and Postmodern Textuality. *The CUHK Journal of Humanities*, Volume 2. 1998, London, p. 80.

<sup>3</sup> L. Manovich, *The Language of New Media*, MIT Press, 2001, Cambridge, Mass, p. 15.

is the user can upload, edit, adnotate the content online individually or collectively, in a participatory manner, large scale, since web 2.0 is easily usable, friendly, non-discriminatory, open, democratic, transparent and it supports anybody's voice irrespective of age, income, language spoken, location or operating system. Web 2.0 connects people with similar interests in a way that allows easy reachable connections. Web 2.0 is dynamic and bi-directional as the information flows to the participants without any effort taken by the latter, as the capacity to self-sort and self-clasify that web 2.0 has allows users to group information and tag it based on own intetests, in video of photo albums, setting basis for other virtual communities, connected among themselves, based on likes and dislikes, interests and common belonging to other groups.

The opportunities to access multiple perspectives, to offer personalized interpretations and reflections over thoughts other people have voiced are numerous and varied in the huge world of the internet, simultaneously with developing facilities for web 2.0 socializing- Facebook, Google+, Twitter, Tumbler, LinkedIn as social networks used all over the world, blogger and wordpress as well as microblogging, used for chopped information, with short 140 character sentences, with individual images or video links simply called micro-posts. Along all these, wikiwikiweb firstly built n 1994 was the simplest database that was later on similar to the blog since there could be more text editors splitting the same topic and on the same web page, but it is also different from it as unlike the blog, the wiki page is not controlled by only one user/ admin. A wiki page can serve to knowledge management, it can be the site to a community and it can help build an inner organizational network.

We always learn, formally or informally, we develop and set up connections to later share what we already know or what we ourselves discover in others. Training in this context has become continuous, informal, non-formal, taking distance from the "brick and mortar" education.

The information environments are free from any stereotypes and the blogs, wiki-s or the social groups that allow us to write on, share or learn, even the podcasts are always present to serve us or to chain us, based on th pwer that we, the users, give them- this is where we get informed, where we socialize, rebuild ourselves as individuals in a parallel world. The term *social media*, on the other hand, is an umbrella term that covers anything that means web apps built around the user-generated-



content (Pew Internet and American Life Project, 2010). In other words social media covers all that is related to the interaction among individuals, to the process in which they create, exchange and share information and ideas within virtual communities and social networks. Kaplan and Haenlein (2010) have provided a classification for social media, on six categories: collaborative projects, blogs and microblogs, common content communities, social networks, serious games and second life. Some have been welcomed with large interest and enthusiasm, being largely used, while others, more appropriate to the educational environments are still regarded with reluctance.

### **Relationships developed by social media- the impact of virtual identity**

Interconnectivity generated by joining social media as well as designing a social personality releases personal information into the virtual space, thus data about age, gender, social and professional status and social interaction go public.

Relationships thus built and developed by accessing and exchanging such information are nurtured with the internet and its apps and represent the social component of what social media means. Virtually built relationships have various goals. To what extent these connections, these relationships are useful or detrimental to the individual or to the group is a matter of interest for researchers. In this context one speaks about weak and strong ties / bondings (Granovetter<sup>4</sup>, 1973): strong ties are people whom you trust and whose social circle corresponds with yours to a large extent, as they usually are people that are very similar to you. The young ones, the ones with higher education degrees who live in urban areas tend to have various strong connections networks. Weak connections, on the other hand, are built with acquaintances mostly. Weak connections offer access to new information which otherwise do not float in the tightly connected networks of the strong connections. Why are strong connections in social media important? It is because:

- strong connections act upon emotionally disturbed people
- banks develop whole networks based on strong and weak ties with other corporatist organizations to sign more profitable businesses
- strong connection within an organization helps

the company survive a crisis situation, on the other hand it is also the strong connections that can bring change in an organization by generating a crisis.

As far as the type of social media that generates changes, research has proven that the weak ties rely on just a few of common media- for ex Facebook only- while strong ties bring diversity and consistency by specifically using more media channels- for ex. Facebook, Google+, Instagram, Whatsapp, according to Haythornthwaite<sup>5</sup> (2002).

### **Social media as informative means**

Social media has lately become a an important source for news and political information. The role of the news in social media is especially important since these sites offer various experiences to users, as different from the traditional media as possible. By comparison, the experiences offered by the old media is uni-directional, addressed to the targeted public, dependent upon the temporal and spatial proximity both in content and in spread. The *news seekers* in this case are simple users who get only that information generated by organizations, news agencies and they have little chance in expressing their opinion, as they consume the info in a predetermined timeframe.

With social media things are different, on the other hand-users have more control over the information environment, they can actively participate by selecting the content which they want to relate to in a moment they chose to be, while simultaneously they can disseminate the news they consider worthy to others. The easiness with which social media users can disseminate information to others turn the informative side of the social media be superior to the mass communication means, and it thus differentiate social media from mass communication processes. By means of social media the information product is bi-directional, the news consumer both receive, circulate and send information, by means of the same instruments offered by new media.

News reception through social networks sites (SNS) can happen in several ways - first the participants create their own account to receive the important titles from the news agencies, through postings on their walls. Also, the news agencies have their own social media walls so that users can

<sup>4</sup> M. S. Granovetter, *The strength of weak ties*, *American Journal of Sociology*, Volume 78, issue 6, pp. 1360-1380.

<sup>5</sup> C. Haythornthwaite, *Strong, weak and latent ties and the impact of new media*, The Information Society, 18:385-401, 2002, Taylor& Francis.





visit these walls and look up information on their own. Conversely, a user can run across a piece of news, randomly, while looking actually for something else, surfing through their acquaintances pages. As far as the dissemination is concerned, similar to reception, it goes like this- users can attach links of the news on their walls so that all the users who visit their pages can see the new piece of information, or they can post links to the news on a group social page, so that the whole group can receive and circulate the news, or they can identify certain members in their acquaintances lists to whom the link can be sent.

It has often been said that "the most possible effect communication has is.... even more communication" (Chaffee<sup>6</sup>, 1986) This is where the need to be permanently informed springs out, to be able to communicate and belong to a group with common views. And this is only because by interacting with others either through discussions or by disseminating information we carry out some human needs among which we can mention the need for social interaction, the need to be correctly informed when we state something, as well as the need for self-esteem confirmation.

### **The educational side in social media use**

The more and more acute participation of the young generation but also of the older ones to virtual communication, the process of socializing and even virtual competition, all bring along the inherent educational component, seen as non-formal, informal and .. why not.. the intentionally formal education as well. Collaborative projects unfolded in the social media, products like wikipedia, demonstrate that a collective and previously unexploited intelligence can be accessed in proper conditions. Simultaneously, it is more and more often that educators try to find out new ways to use the cognitive surplus for didactical purposes. There have been numerous discussions on using blogs to develop and consolidate skills in critical thinking as well as creative writing or written expression, coherent and cohesive usage of words. Therefore, using blogs, or youtube as channels to diffuse creative products are not only associated with students ability to access and benefit the media and

online content but also to create, produce, publish, maintain and transfer what they have produced in real time sequels.

Social networks can very well be used for disseminating information to certain groups or they can be used just to create working groups, on subject they are interested in, managed by an educator or even a student. In this regard, information plays a capital role in building knowledge. For this yet, information must be very well documented, processed, stocked and distributed on educators' or students' sites.

The functions available on social sites include options for organizing, allotting, distributing and commenting information on groups with invitation only- access, be it with or without the tutor's presence. Should we bring into discussion Redecker et al.'s vision<sup>7</sup> (2010) we need to mention that integrating the web 2.0 educational perspective including social media, the latter would act on four dimensions, both for the students' oriented virtual spaces and for the student-created ones. These dimensions are content, creation, connection and collaboration. Students can access a varied content through social media technologies, self-giving in themselves for the various perspectives and types of content. This access, according to Redecker contributes to equity and inclusion in the learning environment. Then students can create digital content using social media to later on be distributed. By distribution, students can connect with their professors, teachers educators, experts and other members of the educational community using social media, in order to collaborate and disseminate materials of their own or of the others. Thus, both students and educators can „discover new ways to develop their own competences through active and creative methods" (Redecker<sup>8</sup> et al, 2010)

### **The marketing dimension in social media**

Social media is a very generous environment for building and enhancing a company's reputation, since numerous users, various ages and social categories use certain social networks- especially Facebook. In order to do this there are several issues to be considered-

a) An analysis to determine whether the values of

<sup>6</sup> S. H. Chaffee, and J. Schleuder, (1986), *Measurement and Effects of Attention to Media News*. Human Communication Research, 13: 76-107. doi: 10.1111/j.1468-2958.1986.tb00096.x

<sup>7</sup> C. Redecker, et al, *The impact of social media on learning in Europe*, Policy Brief, JRC Technical Notes, European Commission, 2010

<sup>8</sup> *Idem, Op cit.*





the promoted company are similar to the users that are actually the targeted public.

- b) Identification of the values the facebook users has in order to be included in the targeted group or not- these are: stability, interest, a sense of belonging to the community
- c) As far as the company promoting itself in virtual environments is concerned, this one needs a recommendation from other users, given the communication ties and bonding they have. Here we need to consider that the Romanian user is passive in the online environments (he follows news and multimedia but seldom publishes some content himself) Thus, social media has the floor to express and promote more often than the user, and this is not something social media imposed, as it comes out of the mentality and the specificity of the Romanian user at the times this paper is written and published. At a closer look, the officials from Orion Learning Network (representatives of the Hull University) stated that Romania is in a stage of day-dreaming, as far as social media is concerned- there is a lot of dreaming combined with doubt, optimism that lacks substance, undocumented approach, lack of complexity or research fundamented activity. That is why universities need to open up programs to teach and train students into marketing or online public relations, duet to large development of social media use in any and every institution, be it state, private or ONG.

### Conclusion

Instead of providing a conclusion, I will only say that all the things mentioned above are just a minor effort to undertand the young generation's philosophy of approaching life, learning and work, a new way to bond and to express their feelings, their fears and joys, to explore the world and gather experiences. Needless to say one must not fear or dear the new, as technology is here to stay, but it will not replace the humans entirely, ever. On the contrary, it will help us maintain what we have,

bridging the gaps, the distances, bringing together common interests beyond words and sensitivity.

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## THE NEW FORMS OF THE POWER STRUGGLE

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**Abstract:** *The strategists and the specialists in the military affairs have always been concerned with new forms of warfare and these will always remain a vivid interest. Given the disciplinary interdependence and the complexity of the security environment, the expression new forms of the power struggle serves to emphasize the non-military war character.*

*The fundamental key on which must starts any analysis is that making war is through convergence rather than through permanent change. Hardly more we change, the songs remain the same, but the interesting thing is that the puzzle can be constituted of the same parts in different variants. The novelty comes from the global way in which such forms are used and from the upgrading applied.*

**Keywords:** *hybrid warfare; power struggle; asimetric threats; security; future warfare.*

If capital opera "Politics among nations. The struggle for power and peace"<sup>1</sup> written by Hans J. Morgenthau, imposed international relations as a scientific discipline and created the general and theoretical framework after the Second World War, in this paper I want to emphasize that the current dynamics of concepts and especially of the practical aspects of relations between states and international scene as a whole, requires constant updating of how we must report on the realities that surround us.

The power struggle has been, is and will be a constant in international politics, a fight which is composed by a complex picture of new and old instruments, and which is dictated by a golden rule imposed by the current security context, so that power can be easily gained, but it is more difficult to be used and extremely easy to be lost.

As well as Ian Bremmer remarked, we are living in a world where no country or group of countries do not have the military, political or economic leverage, or even the will, to lead and monopolize the international agenda.<sup>2</sup>

*"We need to start thinking about security in*

<sup>1</sup> Hans J. Morgenthau, *Politics Among Nations: The Struggle for Power and Peace*. New York: McGraw-Hill, 1948.

<sup>2</sup> Ian Bremmer, *Superpower: Three Choices for America's Role in the World*. New York: Penguin, 2015.

*a much more sophisticated and in a much more comprehensive way"*<sup>3</sup>, says Robin Niblett, director of Chatham House, indicating issues such as policies, citizenship, multinational corporations, energy markets and crime as new strategic boundaries. Such statements are exposed for almost two decades and are we still working on how to deal with, while security is in a continuous process of eroding and insecurity is gaining more and more ground. Noting this trend, a pertinent question is whether we are facing an era of insecurity?

Globalization has globalized, we now live in a world of hyper-competition, nonlinear conflicts, hybrid warfare, irregular warfare, asymmetric threats, of the concept of "Responsibility to protect", of the informational warfare, psychological warfare, cyber warfare, of humanitarian measures, etc. We are facing with a wide range of new concepts, new realities that require constantly to find new forms of deterrence applicable to new methods of conflict.

However, many of the forms contained under the umbrella of hybrid warfare there are not so new. "Half of the history of war is of this kind"<sup>4</sup>, said Anthony Cordesman, a former Pentagon intelligence director and director of strategy think tank Center for Strategic and International Studies from Washington. *The novelty comes from the*

<sup>3</sup> Robin Niblett, "New power dynamics", Annual Review, The Royal Institute of International Affairs - Chatham House, London, 2013-2014.

<sup>4</sup> Anthony Cordesman, "Russia in Syria: Hybrid Political Warfare", Center for Strategic and International Studies Publication, Washington D.C., 2015.

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global way in which such forms are used and from the upgrading applied.

### **“Hybrid warfare”, the new name of the future warfare?**

Military strategist and specialists have always been concerned with new forms of warfare and will forever remain a lively interest for them. Given the disciplinary interdependence and the complexity of the security environment. I chose to shade “*new forms of struggle for power*” in order to emphasize the non-military character of war. The future does not necessarily increase the number of threats, but the convergence of existing in a hybrid form of war<sup>5</sup> claims geopolitician Hoffman.

The transforming process of war through convergence rather than through permanent change, this is the fundamental key to any analysis that has to go on. Hardly more we change, the songs remain the same, but the interesting thing is that the puzzle can be constituted of the same parts in different variants.

Going on this line we automatically involve three basic elements: 1) the blurring boundaries and the increasing likelihood that unexpected situation to have a higher weight, 2) the combined methods of warfare, which involves permanently emerging a new kind of war, so the “antidote” prepared becomes irrelevant, claiming a template as a general measure to counteract that have a huge capacity of adaptability and 3) the idea that mutations produce leaps of evolution and to be capable to ensure security we must “be always on alert” in order to analyze, forecasts and counter. Worldwide, both states and security organizations are outweighed by extremely fast rhythm and interdependencies that came to be structural, and became difficult to be proactive in security field, although this is the main objective to be achieved.

Revisiting the hybrid warfare, returning to the discussion about it’s manifestation and the intervention of the Russian Federation in Ukraine, I want to highlight the need to revise the concept of hybrid warfare in a perpetuu manner. We note that, once the Russian Federation apply a new tool in its expansionist campaign there are new viewpoints that reinvents the concept. I believe that such an approach is wrong and Russian actions described

as “hybrid warfare” is a simplistic one. In this way we remain trapped in a game where the rules are imposed by the trigger actor, in other words, we do play his game. Hybrid warfare must be analyzed and operationalized in a holistic manner and correlated with the dynamics of the entire international security environment.

Indeed, the Russian Federation gives us a string of case studies from Kremlin control over Russian media (always strong), energy blackmail, humanitarian campaigns using ethnic element, the long history in obstructing trade in Lithuania and examples may continue. In the Baltic countries, Russia intensifies the political and social pressures, creating psychological enclaves<sup>6</sup>.

The term of “hybrid warfare” has existed since 2005 and was subsequently used to describe the strategy used by the terrorist group Hezbollah in the Lebanon war of 2006<sup>7</sup>. Since then, the phrase has dominated much of speeches about modern and future warfare, to the point where it was adopted by senior military leaders and promoted as the basis for modern military strategies.

In the last decade, the most important military and security organizations in the world, including NATO, have tried to address and counter the so-called hybrid threats. Rather than develop strategies based on the challenges of “hybrid warfare” (in the end, an elusive and comprehensive concept at the same time), policy makers should consider the classic definition of war: a complex set of interconnected threats and means of force used to achieve national interests, this constituting a summary definition agreed by all members of the scientific community in the field.

The core of the debate is that opponents are using modern forms of conventional / unconventional, regular / irregular, symmetrical / asymmetrical warfare and exploits all sizes in order to combat the opponent. There is no ambiguity regarding that opponents, past and present, have creatively used the whole spectrum of instruments of war, including conventional and unconventional tactics. All this can form a hybrid set of threats and military strategies, but does not justify the use of the term “hybrid” to define modern warfare, so its value is

<sup>5</sup> Frank Hoffman, *Conflict in the 21st Century: The rise of Hybrid Wars*, Potomac Institute for Policy Studies, Arlington-Virginia, 2007.

<sup>6</sup> Michael Kofman and Matthew Rojansky, „A Closer look at Russia’s Hybrid War”, *Kennan Cable*, no.7, Wilson Center, 2015.

<sup>7</sup> James N. Mattis and Frank Hoffman, *Future Warfare: The Rise of Hybrid Wars*, U.S. Naval Institute, Proceedings Magazine, 2015.



only one descriptive.

In practice, any threat can be hybrid, as long as isn't limited to a single size and shape of the war. When any threat or use of force is defined as hybrid, the term loses its value and causes confusion rather than clarify the reality of modern warfare.

### **Why?**

Because the details are so important in identifying ways to counteract these threats, that introducing a comprehensive and simplifying concept in addition to the general confusion that grasp both the scientific community and the decision making level, bring us unable to find a punctual and effective response, to eliminate that specific threat. For example, the economic warfare has other features to cyber warfare, but both are considered to be hybrid forms of warfare. We address each type or hybrid warfare as a whole? Division of these forms of struggle for power is useful in order to reveal the importance of specialization and identifying for each form strategies and countermeasures.

Hence the discussion extends to classic war that is a declared war on when these forms of power struggle, in his understanding of extended modern warfare manifests itself in an atypical way, hidden and permanent. Another reason that security sector reform is a process that cannot be postponed. For example, the North Atlantic Alliance has as treaty basic principle, the bases of its existence, collective security, so the shared commitment to mutual cooperation between Member States which stipulates the involvement of all allies where one of the Member States face the emergence of threats to its security. How are involving the allies in case of hybrid threats, not about armed conflict and even less of an aggression declared? In fact here is the challenge brought by modern warfare.

NATO leaders were faced with this problem, since the time of the NATO Summit in 2014 in Tallinn<sup>8</sup>, where, in front of the energy crisis triggered by the Russian Federation sabotage to Ukraine and Europe, it was proposed the activation of Article 5<sup>9</sup>, considering that was an aggression. This request was operationalized but there were no means for it. At the last NATO Summit in Wales<sup>10</sup> was operationalized the term "cyber security" as

<sup>8</sup> *Final Declaration*, NATO Foreign Ministers Meeting, April, 2010, Tallinn.

<sup>9</sup> Art. 5, North Atlantic Treaty, Washington, April, 1949.

<sup>10</sup> *Final Declaration*, NATO Summit, September, 2014, Wales.

a pillar assumed of security so that would require concrete measures of prevention and response.

Another problem caused by the word "hybrid" is that using a new term suggests that there is something new about modern warfare – but is not the case. In his book about the warfare of the future, the military strategist Colin Gray argues convincingly that in the future, and by extension, modern war is basically the same<sup>11</sup>.

Most conflicts, if not all, in mankind history were defined by using asymmetries exploiting opponent's weaknesses, leading to complex situations involving conventional and unconventional tactics. Similarly, the emergence, for example, of cyber warfare has fundamentally changed the nature of war, but its use has expanded into a new dimension, a new form of power struggle.

### **Instead of conclusion**

Therefore, *Where to draw the lines? We maintain the primordial generality of national interest which explains and justifies the actions of the states or we move on in considering new benchmarks?*

In such simplified and complex world in the same time, which is the role of international law and how it can respond to the new realities, given that, we do not secure the existence of an efficient international guardian for implementing the rules and thus to be able penalize infringements or violations of international law?

Prevention remains the best tool to fight the hybrid warfare and thus we are returning to an old problem and question, to security system reform and if we will be capable to ensure interoperability within a security community, in special on how it can cooperate globally.

We must keep in mind that international law are seriously violated, even if this is done with subtlety, otherwise admirable. In such circumstances, the foundation is unstable and the construction of a new security architecture, or reconfiguration and strengthening the current one cannot be achieved until they are completed and be set the ground rules.

We cannot forget the reality that there is no generally accepted definition of the term hybrid warfare agreed by NATO and not because allies cannot agree on a clear definition on a model of war that are facing, but because, as I detailed here,

<sup>11</sup> Colin S. Gray, „War - continuity in change, and change in continuity”, *Parameters*, no. 40 (Summer 201), 2010.





it is counterproductive.

War, whether antique or modern, hybrid or not, is always complex and can hardly be subsumed under a single word. Any effective strategy should take into account this complex environment and find ways to navigate without simplifying it.

*Therefore, the future warfare is not a compact innovative formula, but becomes a concept and a dynamic reality, whose configuration will include old and new forms of struggle for power in a custom combination depending on the capabilities of each actor individually and on the national interest which it is pursues.*

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## E-MARKETING AND E-LOGISTICS - DETERMINING ASPECTS IN DIGITAL ECONOMY

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**Abstract:** *Within the extremely competitive business environment we are witnessing nowadays, companies and firms are perpetually looking for ways of improving profitability while holding on to their position on the market; therefore, the more intense the competition is, the more difficult attaining success will become. In order to accomplish these objectives, companies were helped by computers through innovative software of computer-assisted design and production, as well as by the technologies pertaining to the internet. Computers play an important role in each aspect involved in a company's survival, from designing and manufacturing the product, creating the client data base, controlling the inventory, marketing, advertising and sales, and actually covering the company's overall operations. The present paper discusses a few ideas regarding the use of computers and internet in marketing and logistics as well as two scanning methods.*

**Keywords:** *marketing, computer-assisted design/production, internet, cyber-marketing, marketing applications*

Marketing is the process through which goods are sold and bought. The purpose of marketing is to win and keep customers by satisfying their needs. Modern marketing has evolved, becoming a complex and diverse field. It includes a large range of special functions such as advertising, e-commerce, public relations, retail sales and merchandising, sales, market research and establishing the prices of goods. Business, especially the marketing side of business is based a lot on using computers. Computers play an essential part in controlling the inventory, processing and dealing with orders, communicating among satellite companies within an organization, designing and producing goods, manufacturing, performing market analysis, advertising, editing the company bulletin and, in some cases, ensuring full control upon the company's operations.

Nowadays, within the current extremely competitive business environment, companies are looking for ways of improving profitability and maintaining their position on the market. As competition becomes more and more intense, attaining success becomes more and more difficult. There are two elements that have started to help companies in their attempt to reach these objectives. These are the CAD and CAM innovative software

products and, last but certainly not least, World Wide Web.

Computer-aided design and computer-aided manufacturing (CAD/CAM) refers to computer software that integrates two technologies, leading up to what has been called the new industrial revolution. In CAD, engineers and designers use specialized software in order to create models representing the characteristic features of objects; these models are computer analyzed and re-designed, as needed. This allows companies that need certain flexibility to study different and out of the ordinary models without the large costs implied by manufacturing and testing real models, thus saving millions of dollars. In CAM designers and engineers use computers for planning manufacturing processes, testing final products, controlling manufacturing operations and managing the entire plant. CAM is connected to CAD through a data base which is shared by design engineers and production engineers.

The most important CAD/CAM applications are for mechanic design and electronic design. Computer-aided mechanic design is usually done with automatic editing programs using interactive graphs. Data is introduced in the computer in order to create basic elements such as circles, lines, and spots. Elements may be rotated, mirrored, moved, and scaled, and users can increase details. Computerized editing is faster and more precise than

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manual manufacturing, thus facilitating changes.

Computer manufacturing allows the designer to use a direct data model stocked in the computer memory. These software programs help designers take into consideration both the function and production consequences starting even from the initial stages, when models are easily modifiable.

Several production firms integrate CAD/CAM with other production-related aspects, including those of checking on the inventory, programming, and marketing. This idea, known as computer integrated manufacturing (CIM) speeds up order processing, helps managing materials efficiently and increases cost savings.

Beside designing and manufacturing a product, a company has to have the possibility of advertising it on the market and thus sell it. Actually, we may say that doing business consists mainly in establishing connections with other people. It is very important to be able to give your card to thousands, maybe even millions of potential clients and partners and this can be done virtually, 24/7, in a simple and inexpensive manner on World Wide Web. Firms stay in touch with their clients through different types of media. These media usually use passive communication – from one to many – through which a firm gets to several current and potential clients through marketing efforts allowing limited feedback from the client. For several years now, there has been a revolution in the field, which is going to change dramatically traditional advertising and mass media communication. This revolution is on the Internet, a massive global network of interconnected computers which have the potential to radically change the way in which firms do business with their clients. World Wide Web is a huge information-providing service base based on hypertext. It grants access to complex multimedia documents and data bases. The Web is one of the most efficient means used for providing information, due to the visual impact and its advanced functions. It may be used as a complete environment presenting information on the company or information about all its products and services.

The recent growth of World Wide Web has opened new markets and pushed sales limits to a world-wide audience. In marketing, World Wide Web can be used for creating a database of clients, products, and market analyses; for getting rapid access to information, for disseminating information on a large scale, fast communication,

cost-effective transfer of documents, counseling and training, recruiting new employees, horizontal communication among employees and new business opportunities. The usefulness of Internet or World Wide Web depends directly on the products or services of different businesses. There are different benefits according to the type of activity and whether you are a provider, a dealer, or a retailer. We are going to give a closer look to these aspects.

It is not always easy to find new clients and new client databases. This process involves performing a careful market analysis, product marketing and basic testing made by the clients. Internet is an extremely convenient database including millions of people belonging to every social category. You can easily find new buyers and customers in this massive group, on condition that your presence on the internet is known. If you can keep your clients informed about all the reasons why they should be doing business with you, your business will definitely grow. Increasing the availability of information about the business is one of the most important ways of serving clients. Before people become clients they need to find out about your company and what it can do for them. This can be done easily and not at all costly on the World Wide Web<sup>1</sup>.

Many users also perform product analyses and comparisons and report their findings through the World Wide Web. It may happen quite frequently that you find other people who may be familiar with the products you are currently testing. A company may obtain updated and useful reports on the functionality of these products before spending a large sum of money. At the same time, the large number of Internet users is a main pool for making surveys in order to perform a market analysis for a new product. These studies may reach millions of people and potential clients with very little effort from the people who make them. Once a product is already out on the market, you can examine the level of satisfaction that users have regarding the respective product. Getting the client feedback may lead to creating new and improved products. Feedback will inform you on the clients' opinions on the product faster, more easily and in a much less expensive way. At the cost of one or two internet

<sup>1</sup> Gheorghe Minculete, *Elemente de marketing în economia digitală*, Bucharest, "Carol I" National Defence University Publishing House, 2012, pp.17-21.



pages, you may have access to a true crystal ball in which you could see the product or service's place on the market.

Accessing information on the Internet is usually much faster than sending it by fax, post or courier services. You can access information and data from all around the world and make interactive distance connections with IT systems anywhere in the world.

E-mail has also proved to be an efficient solution to problems generated by phone communication. Contacting people via e-mail has become a unique communication method that has the speed of phone conversation and also offers the advantages of using the postal service. E-mail messages can be sent from anywhere there is internet access, thus allowing business people or employees who are travelling to keep up to date with the latest activities from the office. Another benefit of World Wide Web is the large range of information circulated. You can post documents on the internet and make them instantly available to millions of users in the whole world. Hypertext documents offer an efficient technique through which information is presented to subscribers, clients, or the public at large. Creating World Wide Web documents and registering your site with other, bigger, Web sites improve the availability of documents for a larger client database and it is much cheaper than it would be if you had to cover several newspapers or TV media. You may not be able to use the phone and other communications means in all the potential international markets. However, with the World Wide Web you can open a dialogue with international markets as easily as with the company from across the street. The Web is also much more cost-effective than conventional advertising. Online transfer of documents via the Internet requires a minimal amount of time, saves a lot of money as compared to postal or courier services which may also suffer delays in delivery, loses or damages. In case the on-line transfer of a document fails, you may try again and the cost of the transfer is the same. Actual or potential clients are not lost because of delays or lack of documents<sup>2</sup>.

Beyond the product and market analysis there is a large number of experts on the Internet who make their presence known and are easy to access.

<sup>2</sup> Marinela Mircea, *Managementul afacerilor în economia digitală*, Bucharest, Economic Publishing House, 2009, p. 27.

It is quite often that you may get free counseling and advice for the problems you may have from the same people whom otherwise you would need to pay for their consulting services. Both researchers and business people have certified the fact that a significant amount of their communication on the Internet is with other people in their research domain or line of activity. Communicating with colleagues permits the exchange of ideas, problems and solutions. It is quite often that people find out that other people have already created solutions in their domain for problems similar to theirs. They are capable of obtaining counseling regarding their own particular situations and make up a solution based on this common knowledge.

A lot of business people and companies are constantly looking for innovative ideas and association in viable businesses. Internet users keep coming with such new ideas, due to the research possibilities available on the Internet and, also, due to the atmosphere of cooperation characterizing the Internet. Besides, the internet has many job sites and on-line CVs for potential employers. New CVs are constantly posted on the Web in order to inform companies on the availability of new competences.

The speedy pace of development of hardware and software components brings with it the development of technologies in the internet area. Thus, "Cyber-marketing", which is used as such in Romanian, is a neologism designating the activities to be found at the junction of three domains: marketing, economy, and technology. Cyber-marketing gravitates around the client, having the possibility of communicating with him/her at any time and in a very comfortable manner. According to dictionary definitions, anything beginning with "cyber" is connected to the "science of controlling complex systems". In the current context, "cyber" has acquired a different significance referring to the non-physical, non-material, virtual place where computers and communications "come together" and communicate. It is the digital environment where information is presented through a line of binary symbols, 0 and 1, called bits or digits. Thus, we could say that cyber-marketing refers to the process of creating and maintaining the relationship with the client through online activities of facilitating the exchange of ideas, products and services with the purpose of satisfying the needs of both parts. Specialists consider that "cyber-marketing" should



be regarded as an online information policy or as online marketing online focused on the consumer. Thus, we may say that "cyber-marketing" targets the consumer.

The most important paradigm in the process of interfacing the components of the two systems – marketing and logistics – is the concept of *cyber-marketing*. The changes in modern society compel specialists to act accordingly, continuously, with respect to conceptualizing the developing framework of theories and policies regarding different aspects of the respective society. Within such a framework we consider it necessary to take into consideration both changes in the marketing domain and those in the logistic domain, conceived so as to be continuously improved due to the significant transformations in the systems of legal, social, even political communication. Thus, after the concept of general marketing, which became traditional according to some specialists, began to be promoted in close connection to other concepts, such as the logistic one, there were introduced ideas or visions bringing important improvements both of the manner of approaching issues and of the practices and instruments of promoting the respective ideas. Specialists needed therefore to conceptualize a new notion and put together the way of promoting it in market relations of cyber-marketing<sup>3</sup>.

Cyber-marketing or *on-line* marketing is a system of performing goods or services transactions towards the target audience who uses the Internet, by making use of *on-line* instruments and services according to the business strategy and marketing program of the company. For the firms within the distribution circuit, the respective concept addresses using the power of *on-line* networks, communications through IT and interactive digital means in order to reach the objectives of the respective business, offering benefits directly connected to the demands imposed by a functional economy, eliminating the barriers of penetrating the market, offering equal opportunities to all enterprises no matter the nature and dimensions of own business or their place in the marketing channel<sup>4</sup>.

Regarding the specific elements of cyber-marketing, we have to emphasize the fact that the electronic environment, as a new type of environment, differs from traditional environments, having certain peculiarities and specific

requirements, which makes marketing activity rules be considerably modified, in order to draw the targeted audience.

The most significant aspect to be considered is that, in the virtual environment, enterprises, no matter the kind, do not act randomly; they have to take into account a certain economy of the Internet, comprising mainly four components:

- The infrastructure, made up of internet providers, producers of computers and network equipment, optical fibers and security system;
- the applications, which refer to the programs used for developing sites, data bases used on the *web* and *on-line* training;
- the intermediate component, made up of economic agencies and other institutions on the internet, which takes care of advertising, receives the membership tax, different fees, etc.;
- the final component, that of enterprisers which make transactions with certain goods and services<sup>5</sup>.

Given the economic practice, specialists say that the use of internet leads to a decrease in business profitability if trading companies do not differ from each other, more than ever, through their own strategy.

The outcome is that the internet has to be considered a complementary element by successful business people and not as a means of traditional competition. In this respect, companies have to give up chasing clients irrespective of methods (obtaining indirect outcome from advertising, taxes for hosting internet advertisements, promotions through distribution channels etc.), to the detriment of focusing upon a quality which might draw an attractive price for clients.

At the same time, internet itself will be neutralized as a source of advantages as long as companies will adopt its technology.

Given the context in which such virtual structures exist, it is necessary to take into consideration the following aspects:

- the rules and especially the practices offered by the so called „mass marketing” have to be abandoned in favor of a personalized marketing easily adaptable to the various types of clients;
- building business relations easily and step by step;
- thinking and using interactive publications;

<sup>3</sup> E. Ianos-Seniler, *Cybermarketing - avantaje și instrumente strategice. În spațiul virtual*, Bucharest, Oscar Print, 2002, p. 39.

<sup>4</sup> Gheorghe Minculete, *Op. cit.*, pp.72-74.

<sup>5</sup> Philip Kotler, Gary Armstrong, *Principiile marketingului*, Bucharest, Teora Publishing House, 2008, p. 75.





- providing potential beneficiaries of a detailed situations and not only elaborating communication methods;

- creating and permanently promoting interactive dialogues;

- creating and ensuring a mix of communication based on blending advertising with public relations; making personalized and targeted catalogues;

- determining and appreciating the long-term significance of the client;

- ensuring the conditions for the respective cyber-marketing to be supported by general programs of marketing well integrated in the management concept of enterprises integrated in the distribution circuits.

- clearly delimitating the business mission, strategies that attempt to identify unique opportunities for the enterprise, set a clear objective, and establish tactics specific to the goal envisaged;

- ensuring the setting of plans and systems of organization which might take into consideration, at the moment of on-line connection, a series of instruments capable of absorbing the flow of information from the cyber-space, thus avoiding a possible deviation of action from the online purpose previously established;

- building an on-line presence, which might encompass the specific instruments for creating an unique identity, highly individualized as compared to the competition to be found in cyber-space;

- promoting services focusing on the offer the enterprise has to present, so as to stimulate the motivation of potential beneficiaries, in order to build an on-line business in partnership with the initiating trade unit;

- devising specific strategies directed towards ensuring clients' comfort, strategies based on marketing efforts from companies, meant to eliminate the lack of trust of actual and potential beneficiaries in IT-based businesses and make them feel safe;

- devising strategies for ensuring the notoriousness of the enterprise, notoriousness being a key element of marketing actions presupposing the elements necessary for building and conducting successful actions of advertising and on-line publicity<sup>6</sup>.

Taking into consideration the fact that inter-company relationships have the power of developing the capacity of communicating with others through on-line networks, in the marketing-logistics interface, digital connection has to become a central preoccupation, enterprises being compelled to integrate the phenomenon in their business strategy and internal and external communication, by creating web servers and data archives compatible with specific internet technologies.

It is very important, for enterprises integrated in a certain distribution circuit and in a certain logistics channel, to emphasize the fact that according to the cyber-marketing concept, the development of so called "connected enterprises" generates within the respective enterprises an evolution from centralized leadership with a few satellite departments to organizations with mobile workers and clients hungry for information.

The advantages offered by integrating cyber-marketing in the distribution circuits and, implicitly, in the structure of logistic system, are the following:

- ensuring a notable economy of financial resources generated by the fact that electronic versions of catalogues, booklets, or fliers do not have to be printed, stored, or transferred; they can be easily updated, which leads to a shorter time allotted to different communication actions and eliminating some stages from the structure of marketing process, the electronic market allowing a rapid exchange of information with potential beneficiaries;

- giving the target audience new ways of purchasing things, the respective phenomenon being beneficial for the enterprise too, because, the more involved the client is in the specific activity of the organization in order to satisfy his/her individual needs, the more certain it is to perform the expected transactions;

- eliminating barriers of entering the market, by offering equal access opportunities to all the types of enterprises in the distribution circuit, no matter the size, the type, or the business size;

- having a permanent availability of intervention and communication means, the *on-line* information offered by servers to business people being available 24/7, without interruptions or holidays, and being accessible at any time;

- ensuring a richness of information and

<sup>6</sup> Philip Kotler, Dipa Jain, Suvit Maesincee, *Marketingul în era digitală. O nouă viziune despre profit și înnoire*, Bucharest, Meteor Press, 2009, p. 19.



an interactivity highly appreciated by potential beneficiaries;

- contributing to increasing the action range of each and every trade unit, through the information offered to managers and even ensuring the possibility that staff may be better informed and trained within the decision-making process;

- getting closer to potential beneficiaries, as enterprises become capable of detecting signals indicating changes in purchase tendencies, thus being able to transform as fast as possible the image and the signals in order to be as appreciated as possible by beneficiaries;

- keeping a permanent connection of enterprises to the market pulse, as due to the accessible character of the virtual world, there is a higher capacity of adapting to the new business opportunities and the power of reacting rapidly to market changes.

As competition becomes stronger in the business world, consumers have more and more products and services they have to choose from. The future of business is now decided in the clients' minds and wallets. Successful businesses and marketing approach use anything possible to make the client choose their product or service. IT is really the most important and impressive means that may ensure a company's success. Computers

play an important role in each aspect of a company's survival, from product design and manufacturing, to creating a client data-base, to controlling the inventory, making a market analysis, advertising and sales, and finally even to the overall image and actions of the company.

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## ROMANIAN PRESENCE IN COLONIAL CONGO

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**Abstract:** Congo, one of the largest and richest countries of Africa and of the world is, paradoxically, among the countries with the lowest living standards, a place where war, violence, rape, atrocities and death are common words and daily routine. Many analysts claim that horror started a long time ago when journalist and explorer Henry Morton Stanley got most of the native chiefs to sign a number of 'official papers' giving Leopold II king of Belgium the total right of property upon their lands. The territories thus appropriated were officially assigned to Leopold II by general international consent mostly during the Berlin Conference of 1885. That year the Congo Free State was born, a state which became a forced labour camp, in total contradiction with its name, as it is estimated that almost ten million people died because of the atrocious treatment they received from their masters. Some Romanians also witnessed different episodes of that reality and shared from their colonial Congolese experience, thus adding to the international testimonies provided by writers such as Conrad and Gide, by official employees, Catholic representatives and many others, in their attempt to unveil and prevent the endless horrors.

**Keywords:** Congo, Stanley, Leopold II, Conrad, Romanians

Congo, or The Democratic Republic of the Congo (DRC) as it is called today, also known as Zaire for thirty-two years when Mobutu, the well known kleptocratic president of the country chose to rename it (1971) as part of his program of 'national authenticity'<sup>1</sup>, represents one of the greatest humanitarian crises of the century. This seems quite astonishing given its huge natural resources, or perhaps this is why awful things still happen, as the Congolese have repeatedly argued<sup>2</sup>, trying to counteract reiterated accusations implying that they are the only responsible for their disastrous situation.

Europeans discovered the huge land with numerous resources, populated by uneducated indigenes who seemed easy going in mercantile issues, an aspect fully exploited by many European

powers who found various methods to take advantage of the situation and make important fortunes.

The big amount of very important raw materials was but supposed when the new territories were discovered by the first audacious explorers; at the beginning the attraction and the profit came from exotic products, as well as from whatever African game could offer; a lot of money was made out of ivory, which meant thousands of elephants killed with no mercy as some of the explorers and also consecrated writers such as Joseph Conrad<sup>3</sup> and later Emily Hahn<sup>4</sup> wrote in their travel and adventure books very much demanded by the Victorian public.

The real story of 'the Congo Free State' was brought to light by Adam Hochschild's book, *King Leopold's Ghost: A Story of Greed, Terror, and Heroism in Colonial Africa*; among many other unspeakable details, the readers could find out that Congo was the only colony detained by a single owner, King Leopold II of Belgium (1865-1908); it was a place where the most horrifying atrocities

<sup>1</sup> Congo was declared independent on June 30<sup>th</sup> 1960, when Patrice Lumumba was elected Prime Minister by the first free popular vote; he soon fell victim of the cold war forces, who considered him a threat because of his communist bent and annihilated him in 1961, when Mobutu Sese Seko took the lead of the country due to a well-orchestrated international support (cf. M. Pedrero, *Corupția marilor puteri. Strategii și minciuni în politica mondială*, Litera International, București, 2008, p. 107).

<sup>2</sup> Kambale Musavuli, Congolese campaigner for helping the Congo, 2012: "we are poor because we are rich". [www.friendsofthecongo.org](http://www.friendsofthecongo.org), accessed 2014.

<sup>3</sup> Polish-born English famous writer, who spent three years in Leopold's Congo as a captain of a steamer on the Congo River, witnessing horrors which not only affected his health for life, but also changed his views related to colonialism and to human behaviour and relationships, strongly influencing his decision to become a writer.

<sup>4</sup> Emily Hahn, *Congo Solo*, McGill-Queen's University Press, Montreal & Kingston, (1933), 2011.



took place for some decades. The publication of the book triggered various reactions: most of the people worldwide simply could not understand “why [those] deaths were not mentioned in the standard litany of our century’s horrors” and mainly how it was possible that such mass slaughtering stayed hidden for so long<sup>5</sup>.

Hochschild claims that he wrote about a story which moved Victorian Britain “so strongly and so vehemently” as no other external issue had done in thirty years<sup>6</sup>, mainly in order to help people remember or simply find out facts kept hidden for almost a century. In spite of the “mass killings” that took place for too long (starting with the slave trade), the world has almost forgotten what happened in Africa, incriminating the Africans for their political and economic instability, for the deep poverty in which they live today. Hochschild’s historical account is a well informed ‘remember’ for all people involved in this true story. Edmund Denis Morel, an “impassioned, eloquent” person, “a trusted employee of a Liverpool shipping line [in the 1890s]...insisted to President Theodore Roosevelt that the United States had a special responsibility to do something about the Congo”. He spent great energy for more than a decade mainly to “put the horrors taking place in King Leopold’s Congo on the world’s front pages” so that people were informed, bishops and members of Parliament reacted and speeches about Congo were held “as far as Australia”<sup>7</sup>. As a supervisor of the merchandise going to and coming from Africa, Morel had noticed that the ships for Congo were carrying “mostly army officers, firearms, and ammunition” and brought back loads of rubber and ivory, thus realizing that the only explanation for the situation was slave labour; he was the initiator of “the first great international human rights movement of the twentieth century”<sup>8</sup>.

There had been other witnesses from abroad scandalized by what they saw with their own eyes going on in Congo, who had initiated an informing campaign before Morel, who had even interviewed

Africans about their sad stories, such as the black American journalist and historian George Washington Williams, he visited Congo in 1890 and saw many of the atrocities Morel only supposed that existed. He wrote an Open Letter addressed to king Leopold II which expressed clear feelings of horror caused by what he had seen, but also the great sadness and disapproval for “how thoroughly [he had] been disenchanted, disappointed and disheartened after all the praiseful things [he had] spoken and written of the Congo country, State and Sovereign”. Williams claims that all charges he is bringing in the mentioned letter against the king’s government in Congo were carefully investigated, while a “faithfully prepared” list of “competent and veracious witnesses, documents, letters, official records and data” is waiting to be used<sup>9</sup>. The letter was a long list of pertinent accusations invoking for the first time the gross encroachment of human rights and also representing “the first comprehensive, systematic indictment of Leopold’s colonial regime written by anyone”<sup>10</sup>. Very soon Williams sent “A Report upon the Congo-State and Country to the President of the Republic of the United States of America”, where besides the same charges mentioned in the Open Letter he emphasized the “special responsibility” that President Harrison had toward the Congo, because it had ‘introduced [that] African Government into the sisterhood of States’. The printing of the Open Letter as a pamphlet in 1890 when Williams was still in Africa triggered many different reactions, which would have certainly increased if the ardent and tenacious black American had not prematurely died, thus offering Leopold and his supporters some relief and also some time to counteract<sup>11</sup>.

It is worth mentioning here that “by the time [Williams] went to the Congo in 1890, close to a thousand Europeans and Americans had visited the territory or worked there, [but] Williams was the only one to speak out fully and passionately and repeatedly about what others denied or ignored”<sup>12</sup>.

In the same year 1890, William Sheppard, another black American who was sent as the first black missionary to Congo, also witnessed scenes of colonial brutality, which he recorded in letters,

<sup>5</sup> Adam Hochschild, *King Leopold’s Ghost’s*, A Mariner Book, Houghton Mifflin Company, Boston, New York, 1999, p. 10.

<sup>6</sup> Sir Edward Grey, British Foreign Secretary quoted in Hochschild, *Op. cit.*, pp. 9-10.

<sup>7</sup> A. Hochschild, *Op. cit.*, p. 9.

<sup>8</sup> *Ibidem*.

<sup>9</sup> *Ibidem*, p. 85.

<sup>10</sup> *Ibidem*, pp. 85-6.

<sup>11</sup> *Ibidem*, p. 87.

<sup>12</sup> *Ibidem*, p. 89.





magazine articles and even in books he wrote in the twenty years he spent in Leopold's colony. The hazard made that almost at the same time Joseph Conrad was spending some miserable moments sick with malaria, in the same American mission station outside Matadi, where Sheppard's white religious companion, Reverend Samuel Lapsley was sheltered. The Reverend wrote in a letter sent home about "a gentlemanly fellow [who was] sick in a room at the other end of the court"<sup>13</sup>, thus giving some of the first information about Conrad's traumatizing experience in the Congo.

Joseph Conrad, the sea captain who was expecting to discover "the exotic Africa of his childhood dreams [found] instead what he would call 'the vilest scramble for loot that ever disfigured the history of human conscience'"<sup>14</sup>; his experience in colonial Congo put a heavy mark on his moral and physical state and pushed him to choose a writer's career, thus, having the possibility to reveal facts he had not fancied before. Mr. Kurtz, the central character of his famous novella *Heart of Darkness*, perfectly embodies specific behaviour and practices of the colonial agents, who were engaging in dehumanizing competitions aiming at illicit gains, supremacy and fame among the Europeans, at the same time making use of all kinds of rules and practices in order to pass for impressive personalities in front of the colonized people. The metaphoric style Conrad chose to paint Congo cruel reality misled many people for quite a while, in spite of the clear message it carries, appearing almost like a manifesto meant to wake up millions of white contemporaries who, like he used to, had a completely different picture of 'the civilizing' process taking place in faraway territories placed under the 'colonial care' umbrella.

Although there were many other Europeans involved in the colonizing process, who witnessed similar acts and procedures with the ones that deeply affected Conrad, there were only a few who tried to inform other people by official or less official means. That is why we can proudly mention in this article the remarkable contribution of some Romanians who disseminated information to Romania related to what was going on in Leopold's Congo or in different other places of Africa. Two

of them are particularly significant as they were pushed towards the African adventure by their self expressed will to give a hand to the proclaimed civilizing process carried on by a very civilized nation. Their true merit is represented by their trenchant attitude manifested in letters, articles, conferences or other types of writings, meant to properly describe the realities, which were far from what they had been told by the Belgian employers.

The first, a brave Romanian representative in the colonial Belgian Army between 1898-1901, lieutenant, explorer and cartographer **Sever Pleniceanu**, was born in Plenita, district of Dolj; he attended the military school of Ypres, Belgium and knew about the great African project of Leopold II the whole Europe was praising, in spite of some people who had had attempts to make public the plain truth related to colonial practices applied in Congo, as I have just exemplified above. He was the one who decided to let his Romanian appointment behind and leave for Congo.

In his African experience he crossed more than 3000 km of central Africa, in the area where Congo and Sudan lie today. After he returned to Romania he published the results of his researches in a brochure specifying the place of his endeavours, entitled "On the Independent State of Congo"<sup>15</sup>. This paper is not only a source of biological, geographical and climatic data, but also of very interesting and valuable information about the indigenous cultural habits and tribal organisation even for the almost unknown tribes of pigmies and cannibals. More informal data are revealed in some letters sent to a friend, where Pleniceanu approached different issues, all of them absolutely new for the Romanian public. In one of the letters he complained of the unpleasant Europeans' behaviour. He clearly stated that if he could, he would have chosen only the natives' company, for he hardly stood the whites' hypocrisy, selfishness and permanent inclination to cheat and make profits by any means; the Romanian military was indignant at their brutality and condescendence, their lack of understanding manifested in almost all circumstances in their

<sup>13</sup> *Ibidem*, p. 116.

<sup>14</sup> *Ibidem*, p. 10.

<sup>15</sup> The paper "Asupra Statului Independent Congo"/"On the Independent State of Congo" was published in Târgu-Jiu by Nicu D. Miloşescu Printing Press in 1902 (cf. Elisabeta Gina Saliu on <http://ecouriistorice.weebly.com/ecouri-istorice/personalitati-plenita-sever-pleniceanu>).



relationships with the indigenous people<sup>16</sup>. The Romanian writer M. Angheliescu spotlights the resemblance of Pleniceanu's observations to those that André Gide was to write forty years later in his diary when he travelled to Congo, concerning the colonial relationships between the white and the black people: "the less intelligent the white, the more stupid the black seems to him" [my translation]<sup>17</sup>.

It cannot be implied that Pleniceanu went to Congo to make acts of justice for the black people, but the content of his letters reveals a humane attitude and an honest judgement of various situations and approaches of the Congolese. Making a fortune out of the Belgian contract of work in Congo does not seem to be part of his plans; he had various other preoccupations, which helped him become a member of the *Romanian Geographical Society* as soon as he came back to Romania<sup>18</sup>. That was a good opportunity for captain Pleniceanu to organize a conference and share his rich experience to an intellectual public, who was able to appreciate the geographical coordinates, meteorological and climatic parameters, details about the hydrographic network and ways of communication. The information also provided demographic, anthropological and sociological data, as well as other specific details about traditional settlements, judicial customs and popular traditions, the economic system and many other things which helped the Romanian public understand more about some colonial realities.

One of his first letters provides information about the diversity of people he had as companionship on the "Leopoldville" steamer he travelled with: there were many officers for the *Force Publique*, the armed forces meant to keep order and 'provide protection' for the local people, coming from different countries and speaking different languages, as well as other colonial employees, agents, accountants, agronomists and farmers, lawyers and magistrates<sup>19</sup>. Another letter approaches the issue

of a so called commercial exchange or barter, which had nothing of fairness in it, for the Europeans knew how to take advantage of the effect some particular merchandise had on the black people; the natives were so very charmed by coloured beads, bells, various fabrics with attractive patterns, that they were giving much more valuable items in exchange, such as palm butter, ivory, rubber and other exotic products, which they could have sold at better prices in more honest circumstances<sup>20</sup>. In the same letter Pleniceanu describes the duties he had to accomplish in Tumba, an European little town for the 59 white people living in it; his work seemed to be almost the same with what he used to do in Slobozia, Romania, the place where he had worked before leaving for Africa. He had to supervise the workers involved in building the infrastructure of the place as well as for its embellishment and also to train the natives, everything during a well-established schedule starting at 6.30am and ending at 5.30pm with three hours of mid-day rest.

He admits that the indigenes were not easy to deal with especially because they were reacting at the very bad treatment the whites were applying too often; he writes about a situation when the chief of a post hardly escaped death by fleeing to a protestant monastery, because the local people could not stand his bad behaviour anymore. It was about the chief of Lukungu whom he had been called to replace, thus finding out about the white man's bad habits of chasing black women and being harsh and cruel with the men<sup>21</sup>.

At about the same time (1900-1902), another Romanian, **Aurel Varlam**, a law graduate from a Paris university, tempted his luck as a magistrate in Leopold's Congo. Some information about general aspects of his life in Leopoldville was published in a letter he had sent to his father, while carrying out a two-year contract working for the Congolese law court<sup>22</sup>. Most of his African impressions, personal judgements, real judicial cases, depiction of imperialist practices were shared some years after

<sup>16</sup> Letter of October 6<sup>th</sup> 1898 to Rădulescu-Niger in Mircea Angheliescu, *Călători români în Africa*, Bucharest, Sport-turism Publishing House, 1983, p. 51.

<sup>17</sup> "Moins le blanc est intelligent, plus le noir lui parraît bête" in M. Angheliescu, *Op. cit.*, p. 51.

<sup>18</sup> M. Angheliescu, *Op. cit.*, p. 320.

<sup>19</sup> Letter of June 18/30<sup>th</sup> 1898 in M. Angheliescu, *Op. cit.*, p. 153.

<sup>20</sup> Letter of June 2<sup>nd</sup> 1898 in M. Angheliescu, *Op. cit.*, p. 155.

<sup>21</sup> M. Angheliescu, *Op. cit.*, pp. 162-3.

<sup>22</sup> "Scrisoarea unui magistrat român din Congo" în *Ziarul călătoriilor*/"Letter of a Romanian Magistrate in Congo" in *Journal of Travels*, IV (1900), nr. 184 of 22 Nov., pp. 1455-1456 quoted in M. Angheliescu, *Op. cit.*, note 51, p. 53.



his coming back to Romania, in guise of installments published in *Epoca* newspaper of Bucharest. As in the case of Pleniceanu, the data provided and the harsh critical tone are very impressive, also because of their stunning similarity to what Conrad and other contemporary witnesses wrote in books and newspapers of their time. The author insists on the truthfulness of the provided information, which was meant to depict reality as it was with no exaggeration or deformation of what he had seen with his own eyes.

One of the first scenes that deeply impressed Varlam, revealing something totally different from what he had been told, was that of four black men being kept together by chains attached to their necks, who were supposed to carry his luggage. He supposed that the black people might have been prisoners or criminals, but anyhow, in his opinion, that public way of advertisement was not a good mark for the Belgian colonizers. Varlam carries on his reflection trying to read the poor natives' minds; their sad eyes seemed to say: "Who brought you here? We were living freely and happily, but you came on our land without asking our permission and you put us in chains" [my translation]<sup>23</sup>.

The Romanian magistrate also unveiled the mockery hidden in almost each and every act of justice that the magistrates were supposed to accomplish; he gave examples of cases the natives had the hope to get solved by the high representatives of the European court of law, which were approached with feigned seriousness in front of large crowds of people observing, however, the general rules of morality and the local habits and customs. An important detail he provides is related to the frequent use of the *chicotte*<sup>24</sup>, the most feared tool of punishment all over Africa, whenever the black people were creating disorder, or did not behave according to the whites' demands<sup>25</sup>.

The Romanian magistrate's critical judgements related to colonialism, include himself in the arrogant group of white people who came against the black people of Africa in order to carry on the sad procession of colonial expansion under the anonymity of finance operations, which were but hiding their greed and desperate race for profit<sup>26</sup>.

<sup>23</sup> M. Angheliescu, *Op. cit.*, p. 209.

<sup>24</sup> Whip made of hippopotamus hide frequently and excessively used to punish the indigenes on colonised territories.

<sup>25</sup> M. Angheliescu, *Op. cit.*, pp. 214-216.

<sup>26</sup> M. Angheliescu, *Op. cit.*, p. 54.

Varlam also delivered public lectures for the Romanian public, according to a letter from his family archive<sup>27</sup> and received warm encouragement from the great Mihail Sadoveanu to put everything in a book, which unfortunately did not occur<sup>28</sup>.

Both Pleniceanu and Varlam did their best to learn some of the local dialects in order to have a better communication with the indigenous people for whom they generally manifested feelings of regret and compassion. There were different instances when they would have liked to give a hand in the process of restoration of truth and justice, but they understood they were only some insignificant colonial agents who could behave in a fair and moral way themselves; there was little hope for most of their peers to change their approach of those poor people. The difficult conditions of Congo left traces on the health of the two Romanians; Varlam describes the meeting he had with Pleniceanu some time before the latter was supposed to leave for Romania; he noticed that the tall and slim officer was pale because of malaria, his eyes were deep set, but still burning of an unbent energy<sup>29</sup>. None of the two manifested any intention of contract renewal; they came back to Romania with a totally different view upon colonialism, justice, racism and human relationships, very similarly to what Conrad and some other remarkable personalities claimed to feel at that moment, reasons which pushed some of them to write about their experience and try to trigger some national and international reaction.

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The main concern of this article is to spotlight the merit of some Romanians who succeeded in sharing their Congolese experience with their co-nationals, who likewise a great part of the European public knew so little about what was going on in Leopold II's private colony. It thus happened that their African adventure took place at a time when Edmund Morel and some other personalities were carrying on a sound international campaign meant to trigger public reaction, hopefully to prevent the horrors taking place in Congo for several years. We can imply that Pleniceanu and Varlam acted in

<sup>27</sup> Letter of thanks and gratitude "for the great and instructive conference" Varlam held in Iași on March 24<sup>th</sup>, 1902, signed by Elena Mârzescu, President of the Romanian Women's Committee of Iași in M. Angheliescu, *Op. cit.*, p. 54.

<sup>28</sup> M. Angheliescu, *Op. cit.*, p. 53.

<sup>29</sup> M. Angheliescu, *Op. cit.*, p. 225.



the same vein with what was to be assessed as the first international human rights movement of the twentieth century.

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# THE MOTIVATIONAL-AFFECTIVE DIMENSION OF THE INTERCULTURAL COMMUNICATION COMPETENCE OF THE ROMANIAN MILITARY PERSONNEL PARTICIPATING IN STABILITY AND SUPPORT OPERATIONS

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**Abstract:** *The motivational dimension of the intercultural communication competence of the Romanian military personnel participating in stability and support operations outside the national territory denotes the ensemble of related motivations and affectivity which determines the military personnel, as individual, military structures as a human group, and the training institution to act in the sense and direction required by the obtaining of that respective competence.*

*From another point of view, this dimension reflects the motives that drive the military personnel, either as individuals or as members of a group, to act purposefully, assiduously and responsibly in order to achieve their objectives. At the same time, this dimension harmoniously combines motivation with the affectivity that accompanies any human activity. Thus, the one way or another motivated human action is always accompanied by diverse affective experiences, different in intensity and meaning. In our opinion, affectivity gives colour specific to the motivation of human action. Thus, success in an activity motivated intrinsically or extrinsically is affectively experienced and is more often expressed through emotions and feelings. These in their turn are either positive or negative.*

**Keywords:** *dimensions, variables, intercultural communication competence, stability and support operations*

The motivational-affective dimension defines the premises of the putting into practice of the intercultural communication competence by the Romanian military personnel. This dimension has two components, **motivation** and **affectivity**, which we will consider as playing the role of its essential variables.

*Variables associated with the motivational-affective dimension*

In our opinion, we can attribute two variables to the motivational-affective dimension of the intercultural communication competence: **motivation** and **affectivity**. We will encounter both of them at *individual, group or institutional* levels.

**Motivation** "conveys the fact that at the basis of human behaviour there is always an ensemble of motives - needs, tendencies, affects, interests, intentions, and ideals - which sustain the achievement of certain actions, deeds, attitudes"<sup>1</sup>. Another

<sup>1</sup> B. A. Tucicov, (coordonator), *Dicționar de psihologie socială*, Bucharest, Științific and Enciclopedic Publishing House, 1981, pp. 148-150.

definition given to motivation refers to the "sum of internal motives of behaviour, be they inborn or acquired, of which the individual is aware or not, simple physiological needs or abstract ideals"<sup>2</sup>.

Human actions usually are multimotivated. The motives of an action/relation make up a bundle of internal and external conditionings. The array of human motivations can be described by the series of notions: need, impulse or propensity, desire, intention, purpose, aspiration, ideal<sup>3</sup>.

**Need** designates certain internal states. It is the expression of a need of the human being. That is why we speak of physiological needs (for example, the need for food), but also of the need for security (man's need to live in circumstances in which either risks or threats do not exist or they are under control).

**Impulse** and **propensity** psychologically denote the experiencing of a state of activation, of tension, of preparation for action. Need and impulse can not be separated, as they form a unity, being sides of the same phenomenon.

<sup>2</sup> A. Rosca, *Motivele acțiunii umane*, Cluj, Institutul de psihologie al Universității, 1999, p. 217.

<sup>3</sup> I. Radu, (coordonator), *Introducere în psihologia contemporană*, Bucharest, Sincron Publishing House, 1991, pp. 119-234.

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*Desire* is a need that the individual is aware of, an emotional activation oriented toward its objective, an objective projected in an aware manner. It also extends to objects/situations proposed by the human group to which the individual belongs. While needs are rather limited, desires are more numerous, because a need can be satisfied by a larger array of objects and situations.

*Intentions* make the transition from motives to purposes or projects, indicating the crystallization of the directional aspect of the motive.

*Purpose* is the mental prefiguration of the result, the desired effect. If the purpose was not attained, the psychological tension is not extinguished, but it is maintained under the form of an impulse to ensure the continuation of the preoccupation with the problem.

*Aspiration* is the desire activated by images, models that are involved in culture. The spectrum of aspirations as modes to satisfy desires and aspirations are socially prefigured.

*Ideal* has its origin in the system of values of the person or group, prefiguring the final purpose of the action according to reality. The ideal usually requires a perspective value option, which acquires expression in the life programme of the individual.

*Interest* is the tendency to give attention to certain objects and to orient toward certain activities. This comprises needs, motives, tendencies, purposes in a relatively stable modality through which the individual actively relates to something according to a criterion of utilitarian nature.

*Affectivity* designates the affective processes that the individual goes through during the preparation of an action, during its execution and after finalizing it<sup>4</sup>. Practically, the affective processes represent an ensemble of complex psychological phenomena, with attributes related to physiological modifications which vary in intensity and which are characterized by behaviour marked by diverse emotional states (facial expressions, gestures, etc).

From the cognitive perspective, the affective processes include: *the emotional process (organic dispositions and affects)*; *emotions*; *affective dispositions*; *feelings*.

In their turn, the *primary emotional processes*, meaning the organic dispositions and affects, form a relatively coherent couple. The organic *dispositions* accompany the state of anxiety, health, illness, fatigue. The *affects* envisage the sudden and short emotional outbursts, characterized by lively expressions and

gestures.

*Emotions* represent those emotional processes or experiences of a moderate level in which the manifestations of the conscience are not narrowed or stopped as in the case of affects. They are the effect of the confrontation between what the individual needs and what the environment offers as being real or imaginary. Unlike other affects, emotions have a transitory and multi-tonal character, a gradual and processual development and a higher level of interiorization and differentiation. Emotions make reference to a concrete, objectual situation: you are frightened by a certain situation, you are bothered by a certain happening. Consequently, emotions do not have a permanent character, but rather a situational one, depending on the emotional situation and being the result of the fulfilment or non-fulfilment of some biological tendencies. Emotion is experienced in a cognitive context, and definitely not in an isolated manner.

Emotions associate themselves in opposite pairs (like-dislike, admiration- contempt, joy-sadness, anger-relaxation), two types of emotions being distinguished: sthenic emotions (the activity, force and energy of the individual increase) and asthenic emotions (they diminish the energy and activeness of the individual).

At the same time however, emotions are inscribed in social patterns, they can be learned and socially shaped, while affects can not. So, the military personnel can learn to control their emotions in an intercultural situation.

The *affective dispositions* make up a sort of emotional fund that colours behaviour for a shorter or longer period of time.

Dispositions emerge in a double state: as premises for the emergence of new affective elements and as effect of some emotional manifestations, as a cumulative result of the psycho-social circumstances that the individual goes through, of certain constants of these circumstances.

*Feelings* represent a durable and complex formation of an affective character, of moderate length, which become true effective manifestations in relation with different events, objects, values, persons significant for an individual or human group. In other words, the feeling is characterized by stability, emotional condensation and habitual character. They are in a latent state and become manifest as required by the circumstances. Also, feelings have a social character in their expression. They practically play

<sup>4</sup> I. Radu, (coordonator), *Op. cit.*, pp. 236-256.



the role of motivational factors of human behaviour.

Beside the organic and vegetative modifications, the emotional process also has behavioural manifestations (gestures, facial expressions, intended or uttered voice expressions) and an affective experience in relation with the world.

From the perspective of the intercultural communication competence, the external behavioural manifestations of the emotional process are important. The category of external behavioural manifestations includes: gesture, body movement or immobility, facial expression, vocal expression, muscular trembling etc.

*Individual variables of the motivational-affective dimension.* As **individual variables of motivation** we included: need, impulse, desire, intention, purpose, aspiration, ideal and interest.

According to the theory of A.H. Maslow<sup>5</sup>, man has the following needs: *physiological* (food, shelter, rest, sex); *security* (emotional balance in working and living activities); *social* (affiliation and belonging to various social groups); *psycho-social* (self-esteem, prestige, respect); *personal achievement* in creative activities; *cognitive, aesthetic*<sup>6</sup>.

As an individual variable, *need*, regardless of its object of reference, differs from one person to another. In the case of the building of the intercultural communication competence, we appreciate that the security, social, psycho-social, personal achievement and cognitive needs are the most important ones. The needs for security are necessary because by satisfying them the human individual feels safe in an environment that he can perceive as hostile to him (if we refer to the external theatre of operations. For this, the military personnel tends to completely and continuously satisfy their social needs, meaning the ones that refer to the affiliation and belonging to the military structure within which they are deployed in an external theatre of operations. In their turn, the psycho-social needs are especially important because, once they are satisfied, they give to the person self-esteem, the desired social prestige, respect. A significant role is played by the needs for personal achievement that

the military personnel satisfy through the structure to which they belong during their participation in stability and support operations outside the national territory. The cognitive needs reflect the need for knowledge of the military personnel. In our case, we refer to the need to create the intercultural communication competence which is felt by all the Romanian military personnel participating in foreign humanitarian assistance missions. These are formed through the assimilation, acquisition and interiorization of information which thus become knowledge necessary for the application of the intercultural communication competence.

To a certain extent, an important role in the acquisition of the intercultural communication competence is played by the so-called functional needs. We mean needs like the one for exploration, activity, alternation, on the basis of which numerous other secondary needs are formed. From one stage to another, the same needs are satisfied, thanks to learning, by more and more varied techniques and modalities, in tune with a greater life experience of each individual and depending on the socio-cultural circumstances in which he lives. The participation of Romanian military personnel in stability and support operations outside the national territory satisfies their needs to know other social, cultural and religious realities in special intercultural situations, their needs for professional achievement within and together with the group that they belong to.

*Impulse* or *propensity* appear and manifest themselves in all military personnel, under various forms and with various intensities, both during preparations for the participation in external stability and support operations, and also during the execution of these missions. This impulse, on the psychological level, appears under the form of a state of activation, of preparation of the action. Unlike need, impulse designates the processual aspect of satisfying this need. In fact, need and impulse form a unity, because they are sides of the same phenomenon.

*Desire* is defined as a need that the individual is aware of, an emotional activation toward its consciously envisaged or projected object. In the process of acquisition of the intercultural communication competence, the military personnel becomes aware of their desire to acquire the knowledge that will help them execute the missions assigned to them in an intercultural situation in the theatre of operations.

*Intention* marks the transition from motives

<sup>5</sup> Abraham Maslow's Hierarchy of Needs motivational model, <http://www.businessballs.com/maslow.htm>, accessed on 24.11.2012.

<sup>6</sup> P. Louart, *Maslow, Herzberg et les théories du contenu motivationnel*, [http://www.e-rh.org/documents/wp\\_louart2.pdf](http://www.e-rh.org/documents/wp_louart2.pdf), pp. 6-7, accessed on 24.11.2012.



to consciously formulated and pursued purposes. In the case of the building of their intercultural communication competence, the military personnel have clear intentions to master the necessary and sufficient knowledge in order to acquire this competence.

*Purpose* defines the aim pursued by every individual when they undertake an action. The attaining of a purpose means to extinguish the need that generated it. The process of building of the intercultural communication competence contains in itself the purpose envisaged by every military personnel participating in stability and support operations outside of the national territory.

*Aspiration* defines the level of attainment of a consciously formulated purpose. We appreciate that the development of a high intercultural communication competence constitutes the natural aspiration of the military personnel participating in stability and support operations in various areas of the world. Of course, aspiration towards competitiveness in the researched field differs from one individual to another according to numerous personnel and group factors.

*Ideal* is determined by the personnel and group system of values. In the case of the intercultural communication competence, the ideal is to develop the skill of fluent communication in any intercultural situation.

*Interest* is the ultimate component of individual motivation. It defines the ultimate purpose of the activity of a person. For the Romanian military personnel participating in stability and support operations outside the national territory the development of the intercultural communication competence represents the fundamental interest. Practically, interest means the capacity of every military to manage impeccably in any intercultural situation encountered in the theatre of operations where he finds himself.

At **individual level, the affectivity variables** are: *primary emotional processes* (organic dispositions and affects); *emotions*; *affective dispositions* and *feelings*.

Every *human individual* experiences *emotional processes*, meaning the organic dispositions and affects, during the preparation, execution and finalization of an activity. These processes differ from one person to another, due to individual psychological and biological characteristics. Thus, the state of health, fatigue, illness, anxiety is different

from one individual to another. Furthermore, they are affectively experienced differently by each person. *Affects* vary also from one person to another. Examples of affects: anger leading to self-abandonment, blind aggressiveness, despair, state of horror, uncontrolled bursts of laughter or crying. To a significant extent, affects indicate a loss, even temporary, of man's conscious control over his behaviour. For this reason, under the influence of affects man can engage in unreasoned acts, in contrast with his usual manner of being and acting. For this reason, knowing oneself is important, and the group knowing the manner in which the military personnel experience emotiveness, under the form of affects, is also important, especially when they are in a novel and unexpected intercultural situation.

Similar to the case of emotions, the manifestation of *affective dispositions* differs from one person to another. The affective dispositions present themselves both as premises for the development of new affective forms, and also as a cumulative expression of some emotional processes in certain psycho-social conditions.

*Feelings* are complex and durable affective formations. They manifest as affective attitudes toward persons, values, ideas, objects. Of course, different individuals may display similar or contradictory feelings toward the same person. Just like emotions, feelings manifest themselves in pairs: love-hate, pride-shame, gratefulness-ungratefulness. Feelings have social determination. In the case of the development of the intercultural communication competence we can speak of the feeling of doing one's duty, of the pride of contributing to the attainment of the purpose of the military group that one belongs to.

*Group variables of the motivational-affective dimension.* At **group level, motivation** takes the same forms of manifestation as at individual level. The differences appear when it comes to constituting the elements of motivation and their evaluation. Thus, the *need for security* is imposed by the group to all its members because only in this way it is possible to accomplish the assigned mission. At group level also, at the level of the military structure involved in stability and support operations respectively, we speak of a social, psycho-social and cognitive need. Thus, every military group feels the need to stand out, to impose itself through the deeds of its members with regard to the timely and complete execution of the assigned missions. Also, every military group,





through specific characteristics (size, cohesion, climate, effectiveness, consensus, conformity) proves its capacity to determine all its members to make all the necessary and sufficient physical and intellectual effort in order to acquire a high intercultural communication competence.

With regard to *propensity*, as element of motivation, it is also present at the level of the military group. This is because, *volens nolens*, between human groups, be they military, competition emerges with regard to the accomplishment of the assigned missions and tasks. Thus, an impulse toward action appears and manifests itself, toward assuming the role corresponding to the social status of the respective Romanian military structure.

*Desire*, as a need that the individual is aware of, at the level of the military group, appear, we appreciate, as a conscious and responsible urge toward the attainment of the established objectives. However, these latter ones can be accomplished if and only if all members of the military structure acquired a high level of intercultural communication competence.

*Intention*, at the level of the military group, is founded on the cohesion, consensus, conformity, traditions, psycho-social climate of the respective military structure. For this reason, when putting it into practice, all the members of the group have to participate.

*Purpose*, as element of group motivation, is clearly defined both officially, as well as informally. The military group is constituted in order to accomplish legal missions that define the role of its existence. Through the participation of a number of Romanian military structures to the accomplishment of various mission in various theatre of operations both within the North-Atlantic Alliance and within multinational military coalitions, the Romanian military personnel come in contact with various intercultural situations. Consequently, beside the official objective of the respective military structure, it also establishes its immediate purpose to be attained. Such a purpose is constituted by the development of the skill to communicate in an intercultural situation in all military personnel participating in stability and support operations.

*Aspiration*, at group level, expresses the yearning of the military structures toward purposes that go higher than the previous conditions. In this context, the aspiration of the military group is directed toward the development of the intercultural communication competence in all its members within the deadline

established through educational objectives set at the beginning of training. Usually, any group tends toward higher and higher aspirations in one field or another. In fact, we speak here of the level of the aspiration of the military group in the field of the intercultural communication competence. This level has the tendency to exceed the parameters set through educational objectives.

*Ideal*, in the case of the Romanian military structure participating in stability and support operations, is the acquisition of a high level of intercultural communication competence by all its members, so that this may help them achieve their formulated objectives. In the formation of this ideal the values and traditions specific to the military group are involved with regard to the accomplishment of the missions legally assigned to it.

*Interests* represent another element of group motivation. They define the final end toward which the military group tends in one field of activity or another. In the case of the development of the skill of intercultural communication, as an expression of the competence of the military personnel in this field, group interests converge with individual interests. Both the military group and its members wish to acquire a high level of intercultural communication competence, which is a factor of success in theatre of operations outside national borders.

In conclusion, we must emphasize that, in reality, the variables of individual motivation and affectivity manifest themselves simultaneously, not isolated, as previously analyzed. Practically, every variable of the individual motivation is accompanied by a distinct, more or less perceivable, affective experience.

We appreciate that at *group level*, *affectivity* manifests itself through emotions, affective dispositions and feelings. *Emotions* are affective experiences that the group, as a unity, manifests in one situation or another when confronted with novel and unusual situations. In this sense, the intercultural situation that the group knows by participating in stability and support operations outside the national territory can generate various emotions among the military personnel. They can be emotions of fear, anxiety or of courage, calm and self-control. The *affective dispositions*, at group level, manifest themselves through the contagion phenomena in the group (fear, horror, panic, hysteria) and in the psycho-social climate (trust-mistrust, optimism-pessimism, for example). In an intercultural situation the affective dispositions can influence that individual



and collective behaviour of the military personnel. *Feelings*, at group level, manifest themselves under the form of affective attitudes. They are thus defined by stability, emotional condensation and habitual character. Examples of feelings, at military group level, can be the pride of the military personnel to belong to a certain military, the feeling of the accomplished duty, the patriotic feeling.

Both the group motivation variables, as well as the affective processes that accompany them, manifest simultaneously. They are interdependent and inter-conditioned during their display in the individual and collective behaviour of the military personnel. The characteristics of the theatres of operations enhance the affirmation of certain motivations and emotional processes at military group level.

#### *The institutional variables of the motivational-affective dimension*

These include: social needs; desire; purpose; social ideal; aspiration and stable interests. In the case of the military institutions that becomes involved in the process of development of the intercultural communication competence as well, we speak of *social needs*, the *desire* to accomplish the set educational objectives, the *purpose* of the training process, the *aspiration* of the institution to attain high level of performance in its field of activity, of the *social ideal*, meaning to carry out tasks at the current level of exigency of the theatres of operations, of the *stable interests* of the military institution.

The **variables of affectivity at institutional level** are in our opinion: *affective dispositions and feelings*. We assert this because we consider the institution as a human organization destined to attain well socially defined purposes. We perceive *affective dispositions* as an emotional fund that marks the psycho-social climate of the institution which, in its turn, influences the behaviour of the personnel of the institution and of the military personnel that are part of the educational process.

*Feelings* are perceived here as affective attitudinal manifestations defined by stability, emotional condensation and durability. We speak of feelings of accomplished duty, pride to attain the educational objectives fixed through educational curricula, patriotism.

#### *Indicators associated with the variables of the motivational-affective dimension of the intercultural communication competence of the Romanian military personnel*

As The variables associated with the

motivational-affective dimension at all three levels differ only in number but not in quality, we will present the indicators only once, and we will use them distinctly when necessary.

#### *Indicators for the variables of motivation*

These are distributed as follows:

- we attribute for *need* the indicators: level where they manifest; type of need (physiological, social, security etc); place in Maslow's pyramid of needs; subjectivity, nature of need;
- for *impulse* or *propensity*: level where they manifest; level of exactness; the optimum/minimum of tension; level of the state of activation (very high, high, medium, small, very small);
- for *desire*: level where they manifest; level of emotional activation; desire manifested toward objects/situations proposed by the human group; number of individual, group or institutional desires;
- for *intention*: level of manifestation; direction of the motive;
- for *purpose*: level of manifestation; degree of mental prefiguration of the result; level of attainment of the purpose;
- for *aspiration*: level of manifestation; number of individual, group, institutional aspirations; level of individual, group, institutional aspiration; spectrum of aspirations;
- for *ideal*: personal, group, institutional system of values; final end of the action; level of manifestation;
- or *interests*: level of manifestation; type of interests; individual, group, institutional attitude toward object, person or idea; criteria of utility nature.

#### *Indicators for the variables of emotional processes*

They are distributed as follows:

- for *dispositions*: level of manifestation; domain of reference (health, fatigue, illness, sexual desire etc); mobility of disposition;
- for *affects*: forms of manifestation (anger, joy, aggressiveness, despair, state of horror); level where they manifest; type of affects (expectation, amazement, success); mobility of affects;
- for *emotions*: referential orientation; type of relation between the nature and object of the need; level of manifestation; contradictory couple of the emotion; type of emotion (sthenic



or asthenic); dynamic of emotion; polarity of emotion;

- for *affective dispositions*: premise for the development of new affective formations (which ones exactly); level of manifestation; expression of the emotional process; type of the group contagion phenomenon; dynamic of affective dispositions; mobility of affective dispositions;
- for *feelings*: degree of stability; level of generalization; duration; nature of the feeling (sense, direction of manifestation); character of feelings; dynamic of feelings; value of feelings (individual, group, social); motivational value of feelings); polarity of feelings.

In conclusion, we can state that the motivation-al-affective dimension creates the premises for the action of the military personnel with regard to the intercultural communication competence. The motivational side of the dimension can be analyzed on two levels: *intrinsic motivation* and *extrinsic motivation*.

The *intrinsic motivation* is the superior form of motivation. It does not know saturation because it does not depend on external motives, meaning rewards or punishments in case of execution / non-execution of a task. The reward comes from the satisfaction of carrying out the activity that the person undertook.

The *extrinsic motivation* is founded on motives outside the action. For example, the military learns a foreign language envisaging participation in missions outside the national territory which brings along professional, financial and social advantages.

In practice, we witness a combination of the two forms of motivation. In our opinion, the process of development of the intercultural communication competence of the military personnel participating in stability and support operations outside the national territory is based on both types of motivation.

With regard to *affectivity*, it is present during the training, execution and finalization of an activity. For this reason, motivation is tightly connected with the emotional processes, dispositions and feelings that the military personnel experience when they build and put to use their intercultural communication competence.

In conclusion, motivation and affectivity are permanently present in any moment of human activity. If their sense and direction of manifestation coincide, then success is guaranteed. On the contrary, if the sense and direction of motivation and affectivity are different, then we can witness difficulties in the accomplishment of the respective activity, be it from the point of view of motivation, be it from the point of view of affectivity.

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# PROFESSIONAL ROLES OF THE BASIC OFFICER COURSE GRADUATES AT THE ARMY LEVEL

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**Abstract:** *The importance of the professional skills concerning the evolution of the educational systems, within the projection of training programs, has become essential. An objective analysis of the platoon commanders' status and their attached professional roles is required in order to identify and define their basic specific skills. Only after establishing the specific expected behaviour of the platoon commanders, the projection of their professional skills is possible.*

**Keywords:** *Professional training; status; professional role; skill.*

## Introduction

No society has a well-defined structure, but it embodies "an organised aggregate of smaller organised groups"<sup>1</sup>. Therefore, each person cooperates in the social life in accordance with the status, roles and by default one's position.

In order to understand the functionality of the military system, as a subsystem of the social system, we need to consider, for start that we are dealing with micro-structures or totalities to which personalities adhere and consequently, we need to start by analysing the place for each military personnel in the social framework. In the clarification of this step, a particular importance is given to **the notions of status and role**, situated at the intersection between sociology – as single science – and the social psychology. Reporting ourselves to the proposed definitions by Jean Stoetzel, we understand that the two notions are well-delimited, but yet complementary: "if we take as a middle of our personal observation, the place which its status and role is determined, then its status is the whole assembly of behaviours which he should expect legally from others, with its role being the assembly of behaviours to which the others expect legally"<sup>2</sup>.

<sup>1</sup> R. Linton, *Fundamentul cultural al personalităţii*, Bucharest, Ştiinţifică Publishing House, 1968, p. 96.

<sup>2</sup> Jean Stoetzel, *Psychologie sociale*, Flammarion, 1963, p. 178.

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Ralf Linton together with Talcott Parsons (1902-1979) draw the attention over the differentiation between the statuses for the individual who did not especially choose them, and the ones provided by society, meaning **the ascribed statuses** and **the achieved statuses** which were chosen by him, which are determined by qualities over which the person has a direct control.

Therefore, if we detailed, among the achieved statuses, there are the ones regarding the geographical or biological conditions (nationality, origin, sex, etc.). It is by default deductible that people cannot, in the first place, choose their sex, ethnicity, religion, and even social class. Yet, detailing the achieved statuses, we can say that some other statuses can be added here such as the professional statuses (teacher, officer, warrant officers, non-commissioned officers, etc.) matrimonial statuses (husband, wife, etc) and others. So it is observable that every human has more social statuses which total the so-called set of statuses of the individual. Father, son, officer, orthodox, friend, Romanian, etc. are statuses that can be performed by the same person.

In 1966 E.K. Wilson classified the professional statuses in:

- **Formal statuses** (according to the organization's flowchart);
- **Informal statuses** (achieved based upon the psychological features of the individual).

Therefore, among all forms under which we can find and analyse the statuses of a person in the modern society, we consider that the one which defines the occupational individual evolution seems





to be **the professional status**.

If by status, we understand the place of the individual within a social network, **the role** shows us a behavioural pattern in accordance with a certain status, or in other words, the transposition into practice of duties and specific rights concerning a position occupied in society. In this way, **the terminology** was used for the first time in the work "The Study of Man" (1936), by Ralph Linton. Initially, Ralph Linton defined the role as representing the total amount of actions and reactions of a certain individual which occupies a socially determined position (status) legally expected by the other members of the social structure. Additionally, Newcomb considers, in order to prevent a possible confusion, **the difference between the played and the prescribed role**, in other words, between the role (aspect referring to the conduct imposed by the status) and the role conduct (way in which the individual actually interprets his/her role, meaning the effective behaviour).

In line with the statuses, social roles can also be dictated (attributions and achievements, acquiesces). The report between the status and the role is a complex one. In correlation with the social statuses, each individual is attached to a series of social roles at a specific time, which can interact more or less.

The reports are expressed as some patterns where individuals engulf their actions. Similar to an actor, the individual transforms himself into a social character who acknowledges his/her conducts or attitudes projected by society. The normative obligations attached to each role determine the role expectations which have as effect the reduction of the interaction uncertainty between individuals. The role performance can vary according to the person's performing obligations or activities which make possible self-expression, and indirectly, professional achievement. The role implication must not be confused with the identification. The role removal contributes to self-control and stresses out the possibility of the individual to control the situation.

We wish to underline that the two concepts are permanently in a bi-univocal relation, meaning that the status triggers the existence of an attached role, and the role can be determined only in relation to the status. Society and especially the Armed Forces have enough means of implicit or explicit restrictions in order to determine the citizens/soldiers to adapt

their conduct to the pattern which represents the role attached to the recognizable status.

### **The relation between the roles and the status of the basic officer course graduates, within the land forces.**

In the establishment of the relation between the roles and the basic officer course graduates within the land forces, we consider as mandatory the definition and detailing of psychosocial and organisational characteristics of the military institution, generally, and particularly, of the land forces, as follows:

a) The military action is dominated by **the war phenomenon** with its main feature **the combat conflict**, whose main objective is the defeat of the enemy and achievement of victory using destructive means;

b) The military action is regarded as continuous, developing itself in peace time, defining itself by form, way of operation, intensity, and aim towards action in war time. In this respect, its main mission in peace time is the soldiers' training in order to successfully, when needed, participate in combat (*train yourself as you fight*). "The military organisation is therefore characterised by an *intrinsic duplicity*"<sup>3</sup>. A relatively short moment, the war, corresponds to an often long step – the peace, defined by calmness and sometimes by indifference, step in which the forces' training needs to be organised and performed in physical and psychological conditions that are similar to the ones in war time, namely of maximum danger for the organisation;

c) In order to guarantee soldiers' behaviour in the context of the established provisions (characterised by uncertainty in case of combat), the provision of military norms and organisational cohesion, the report between conviction-constrain is definable for the social control in the Armed Forces ("you don't know-I'll teach you, you can't – I'll help you, you don't want – I'll force you");

d) "Due to the specific features of combat, the military organisation bears the imprint of some collective principles, in opposition to individualism of industrial society"<sup>4</sup>. Thus, military ethics is built on discipline, cohesion, honour and last but not least on sacrifice ("even with the price of life"). So, the military institution by its formal definition

<sup>3</sup> Sîntion Filaret, *Componenta psihosocială a liderului militar*, Bucharest, „Carol I” National Defence University Publishing House, 2005, p. 92.

<sup>4</sup> *Ibidem*, p. 93.



pursues the outrun of some possible contradictions: following the order or the survival instinct; the Training under difficult conditions for the purpose of achieving the general mission (defeating the enemy in a possible war). For this, the Armed Forces represent a well-defined and structured institution by a unity of command (the decision belongs to the commander whose authority is supreme) yet, without excluding the collective conciliation of him/her by the unit's general staff.

Analysing these characteristics, the American sociologist Erwin Goffman lists the Armed Forces among **the totalitarian institutions**, institutions which take over the life of their members, institutions which try to dominate their members as much as possible. These institutions also remove, mainly, the possibility of members to hold other statuses besides the ones offered by them, very rarely recognising the other statuses of members, especially through the restriction of communication with the outside.

Coming back to the definition of **status**, meaning "the position occupied by a person or group within society"<sup>5</sup>, in our situation, the basic officer course graduate status refers mostly to one's position within the national defence system (subsystem of the land forces) or of the structure of

and make sure that the respective unit fulfils the received mission. For this, the basic officer course graduates are part of a normative system which is well-defined (orders, instructions, rules) using relations which can be of command/subordination (hierarchical) and collaboration (horizontal). This is due to their double position as managers and performers, the proportion between the two varying according to the currently performed mission. All these are possible only by fulfilling the roles associated with the status. However, in the relation between the status and roles, there may be differences. Sometimes, the role given to someone, derived from the held status (platoon commander), enters in contradiction with one's personality, with the psychology of *being*. This situation is also inevitably encountered in armed structures/land forces, where most of the platoon commanders choose the military profession when they enter the military high school, without receiving proper counselling regarding its restrictions and especially, at an age when personality is still not yet defined. In this case, we consider that, without external support, the individual can hardly perform professional obligations.

In the performance of their duties, the basic officer course graduates from land forces (platoon

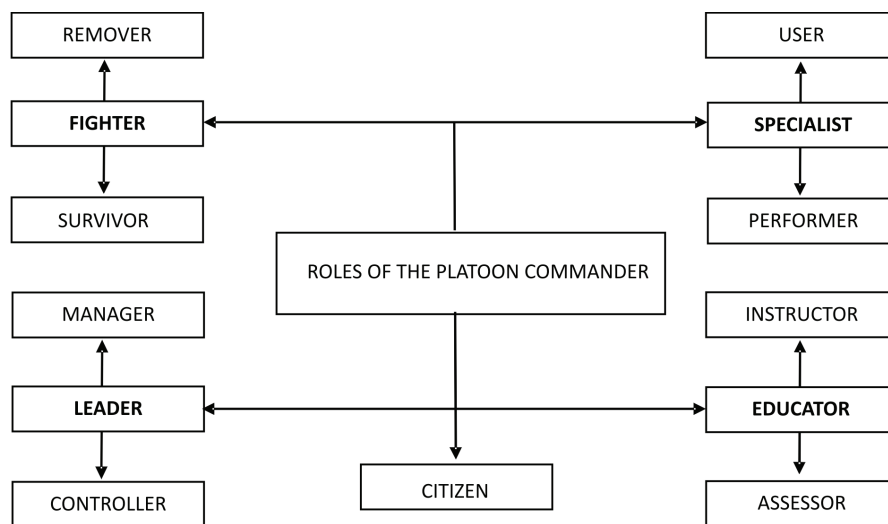


Figure no. 1 Roles of platoon commander

a military unit. This position is mainly, if we refer to the initial training for the military career, the one of platoon commander.

No matter whether they are commanders or chiefs, they share an important common feature: all lead (manage) the soldiers under their command

commander) fulfil a set of roles (according to Figure no.1), as it follows:

- a) The role of member in the Armed Forces, situation in which one needs to perform with efficiency the specific combat actions; in other words, **the role of a fighter and military specialist**;
- b) The psychological role: manager of training

<sup>5</sup> Cătălin Zamfir, și Lazăr Vlăsceanu, *Dicționar de sociologie*, Bucharest, Babei Publishing House, 1993, p. 612.



area (combat), mediator between the members of the unit he leads and assessor of their activities (**leader and educator**);

c) **The role of citizen** given by the moral and civic behaviour.

### **The graduate of basic course as fighter and specialist**

One of the main responsibilities of The Ministry of National Defence is to build a force structure and achieve the Armed Forces combat capabilities in order to fulfil the specific missions. Under these conditions, in order to deal successfully with the enemy on the modern battlefield, the available human resource, in this case the platoon commanders, needs to be trained in accordance with the contemporary characteristics of the military phenomenon.

Therefore, it is of utmost importance to know that planning instruction and effectively training young basic course graduates to fulfil their roles as fighters and specialists improves their capacity to survive on the battlefield and to act in order to fulfil the received task/mission. It actually foresees a complex of competences, which need to respond to the military and technical obligations and requirements, competences which are related to the *non-human* aspects of the military role. "The fulfilment of missions within national defence, The North-Atlantic Alliance and military structures of EU, imposes that every **fighter** should prove moral and physical force, *psychical strength and specific skills in one's military specialty*, in order to be capable to fight within the unit or on his own for the fulfilment of the missions received"<sup>6</sup>.

In order to participate successfully in the military operations, the fighter needs to have complex training on at least two components:

- Regardless of service and specialty, on the component of **general military training**;

- **Specialty training** or in other words as specialist.

The action of the specialised fighter has a unique objective – the destruction of the enemy in all forms and through combat procedures, in direct or remote contact. For this, one must believe in the capacity to overcome, to act firmly and with initiative and to poses the skill to efficiently use the

supplied firearms, equipments, and technique. From our point of view, the success of entrusted missions is directly influenced by the degree of training and instruction for combat, by the applicability level of the following behavioural actions:

- Building maximum motivation for combat and full trust in one's force and in the unit leader;

- Ensuring continuous communication both vertically and horizontally, thus being able to interpret and transmit essential messages regarding combat development, by using the available means;

- Ensuring continuous search of the battlefield, being able to identify and transmit immediately information about the enemy or about the enemy's actions;

- Ensuring effective and efficient use of the supplied firearms in order to neutralise the enemy or his technology and equipment;

- Performing own actions using the most proper combat procedures based upon the available means;

- Applying the proper techniques in order to pass through some CBRN contaminated areas or through any types of obstacles;

- Achieving rapid orientation in the field and using skilfully that to maximise in own interest the offered advantages (increasing own mobility, protection, and personal cloaking or together with the unit);

- Applying the first aid procedures (self-help and reciprocal help), in case of wounding and those of the survival techniques in case of isolation;

- Applying the fundamental provisions of the international humanitarian law specific to military actions.

Additionally, we consider that the specialist officer acts in order to:

- Perform own activities using the most adequate specific procedures of the service/military specialty efficiently and effectively using the supplied technology and the equipment;

- organize and perform the maintenance activities of the supplied equipment of the unit, ensuring its function at full capacity.

In the detailed process of the combat behaviour training, the fundamentally structural element is that of **general military training**. In this way, it is observable that the general military training ensures the combat behaviour built in a systematically interdisciplinary approach in order to successfully deal with a more complex variety of military

<sup>6</sup> Sîntion Filaret, *Componenta psihosocială a liderului militar*, Bucharest, "Carol I" National Defence University Publishing House, 2005, p. 92.





actions, generated by interdependent phenomena and processes. This influences the benchmarking of the personal profile of the future fighter as a good performer of missions and received orders, transforming one's behaviour towards what is mainly military environment, from clothing to punctuality, capacity to evolve on the modern battlefield in all possible complex situations. It is still believed that general military training belongs only to the infantry specific training process. We consider that in reality, things are different; therefore, it is crucial that general military training should prepare all platoon commanders regardless of service in order to define the necessary behaviour to perform their fighter role.

In order to understand general military training in the training process of the future fighter, we need to detail more the parts which are important in his specific actions. Therefore, we consider that no matter the service, in order to act successfully and survive on the battlefield, each platoon commander must at least: perform precise fire with the infantry firearms, respond quickly using procedures and techniques to any alteration of the action environment, survive in temporary secluded conditions, all of these with the help of superior physical and psychological training.

### **Manager and educator basic course graduate**

The platoon commander as a manager and educator involves a polyvalent variable of personality referring to the military leader, including the correct attribution of **his psychosocial role**, the potential to know one's subordinates and to influence their behaviour for the purpose of successfully fulfilling the received missions.

The main determining factors to perform the psychosocial role successfully are the following:

- Developed managerial capacity through the use of procedures that are specific to the situation and unit;
- continuous knowledge of the personality of the subordinates in conjunction with the variety of situations encountered in the development of the military actions;
- flexibility in relation with the subordinates.

In literature<sup>7</sup> it is shown that the percentage and type of officers' duties are determined by the hierarchic level of the occupied status. Therefore,

at beginning of the military career, the proportion of technical tasks is 55%, proportion of managerial tasks is of 28%, leadership being 17%. Together with the advancement to a higher rank and subsequently in the military hierarchy, the proportion of technical duties becomes only 10%, the managerial duties are increased at 34% and those of leadership reach up to 55%.

In a relatively recent controversy from the USA, regarding the content of a regulation (FM 22-100), it is found that the basic level of the military hierarchy stresses more the managerial functions to the detriment of leadership. The dispute is fundamentally theorised by Bernard M. Bass (in the work *Transformational leadership. Industry, military, and educational impact*, New Jersey, 1998), who, among others, states that management represents transactional leadership, and the leadership represents transformational management, meaning that it influences and motivates the subordinates.

Thus, in order for the manager role and also for the educator role to be achieved successfully, the platoon commander needs:

- To prove competence in the fulfilment of the fighter and specialist role. We consider that before leading, the soldier needs to be a good performer, who needs to know well the duties and responsibilities, needs to have the expertise to find solutions to all problems which may occur during the military action performances;
- To prove a critical spirit in the performances of self-assessment and/or of the platoon led, so that objectively one can identify the strong points but especially the weak ones. Once the weak points identified, the leader needs to find perfecting and training ways to diminish, maybe even remove their effects;
- To be an example towards the behaviour, attitude, and performance in the settlement of tasks, clothing, and physical performance. A part of the managerial art is the result of the personal examples;
  - to take just and prompt decision, grounded on the rapid and wise estimation of the concrete situation. Wavering and hesitation towards adopting a decision determines the loss of trust from the subordinates' part, with negative effects on the overall trust in the leading capacity of the leader. In the situation where a decision is found to be wrong, according to the management's mistake, it needs to be immediately recognised and corrected in order

<sup>7</sup> *Ibidem*, p. 93.





to ensure the afterwards credibility;

- to inform the subordinates regarding everything that happens and regarding his own action grounds so that there will be a certainty that they know the situation and what they should do about it. Communication needs to be done in a clear and concise language, using proper vocabulary tailored to their understanding. Questions and clarification of less understood elements are allowed.

- to know the subordinates and their interests. By knowing the subordinates, their behaviour is anticipated in extreme situations as in: rapid short interval situations, under accentuated stressful conditions, under insecurity conditions or lack of food and/or water. Also by knowing the behaviour and capacity of one's subordinates, the real possibilities of specific task performance are also known. Any mission for which they are untrained will have reduced chances of success, in other words, it will be destined to fail.

All these are achievable only if within the training process, the young officers are trained to understand and assimilate the following conduct rules:

a) Missions are fulfilled only by people. Therefore, they need to be priority no. 1. Priority for instruction, motivation, and satisfying their needs.

b) Personal example is a main mobilizing factor. This involves being role model in terms of professional competence (of fighter, specialist), trust in one's force, bravery, conduct.

c) Leadership means at least command and control. Therefore, the way orders are followed needs to be controlled permanently. It is not recommended to give orders that cannot be followed.

d) Punishment and reward are attributes of leadership, but they must be granted with a lot of thought. It is never to be acted on the first impulse.

e) The information of the subordinates needs to be done continuously and in an accessible language to them. The explanation regarding the purpose of the order is justified, but not always mandatory. It needs to be understandable that there are moments when the development of military actions even forbids this aspect.

f) The analysis of negative events from the led structure is mandatory, but the mistakes of the

subordinates are never to be overexaggerated.

### Conclusions

Regarding the identification and clear definition of the specific professional roles of the platoon commanders, we consider that this is a necessary and mandatory process in order to efficiently project their training schedules. Additionally, the process is also recommended by the new policies and European curricula planning. These tendencies, often similar and even superimposed, are known in specialty literature under the name of *result based induction* or *education based upon competences*.

Therefore, from our point of view, the analysis of the professional role is absolutely necessary as a foundation to project the occupational competences according to the contemporary educational theories.

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# THOUGHTS ON SPECIFIC SUPPLY IN *RESOLUTE SUPPORT OPERATION*

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**Abstract:** *Considering the lessons learned from the theater of operations in Afghanistan, it appears that there has been progress in creating a stable security environment to provide the reconstruction support, the mission Resolute Support contributing specifically to its realization, but the process is far from completion. Providing efficient and effective logistical support to the contingents taking part in specific actions of this mission requires sometimes the adoption of multinational solutions, making it one of the main issues that the planners of the operation consider in planning the logistical support, and more regarding the supply, this representing an extremely important functional domain of the logistic support considering the specific of this operation*

**Keywords:** *Logistic Support; Resolute Support operation; Life Support Services; Contractors.*

## Introduction

Since 2003 ISAF has been taken over by NATO, moment from which the operations experience has been growing, following the installation of a secure environment to support economic development under a legitimate Afghan government throughout the country. But *“the last NATO summit adopted - The Roadmap - regarding the post-2014 Afghan prospective ... according to the document, the mission of NATO / ISAF ended on December 31<sup>st</sup>, 2014, with the takeover by the Afghan authorities, in full, of the security responsibilities within the national territory. After completion of ISAF mission, the Alliance’s commitment in Afghanistan consists of deploying the Resolute Support Mission until the end of 2016”*<sup>1</sup>

The effort of the Romanian Armed Forces to participate in such military action was and is strictly conditioned by the existence of an adequate logistics, specific to each of the theater of operations and contingent participant, mainly influenced by geography, terrain, climate and not least by the material possibilities existing in the dislocation area.

The participation in such operations supposed that the logistic support given to the fighting troops be far away from the national territory, aspect which has been a quite complex problem, but we appreciate that the logistics, by its vital character for the successful completion of the mission, had to constantly adapt the capabilities to the goals and objectives contained in the military strategy, by prioritization needed to provide an adequate, dynamic and appropriate support for the forces.

## Supply in post – conflict operations

Each of the functional areas of the logistic support, approached from the point of view of the consumption logistics (basic and operational) and the levels of the military art, are influenced by the specific of the multinational framework, which generates substantial changes in projection and development of logistic support structures.

In terms of *supply*, we want to mention that *it is a component / part / field of the logistics of troops and includes all the activities that are conducted in order to establish the demand, to launch the application, to deploy the procurement procedures, the reception, the management, the storage, the distribution and the removal from operation of the material goods needed to equip and support forces”*<sup>2</sup>, during the conduct of operations.

From a doctrinaire point of view, the supply

<sup>1</sup> Raport activitate MAPN pentru anul 2014, publicat în Monitorul Oficial (partea a III-a) la 19 mai 2015.

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<sup>2</sup> L-1, Regulamentul logisticii operațiilor întrunite, Bucharest, 2008, p. 11.



is quantified according to the sources of materials, to the material stocks and to the consumption rates and covers all goods and materials used for providing logistic support of the forces participating in operations, it being executed on classes and subclasses of supply with products and materials.

Regardless the organization leading of the post-conflict operation, it is recommended that at the beginning of the mission, the stocks of materials held by the national structures participating in the operation be completed in accordance with the Memorandum of Understanding (Mou), signed by the *Troops Contributing Nations / TCN* with the organization that is at the head of the operation. After constituting the initial stocks at the level of the Multinational Force/MF, in order to ensure a balance between supply and insurance costs, as well as to avoid the occurrence of redundant materials a continuous replenishment, is established thus streamlining the whole supply process.

Furthermore, in order to eliminate any risk in terms of providing necessary goods and materials for equipping and supporting the forces, at a given time, especially in the period immediately following the deployment of troops in the JOA, the organization that is at the head of the operation may require the national contingents to deploy in the area of operations supplementary materials stocks, from all types of materials.

In post-conflict operations, the supply / resupply of goods and materials necessary to MF, draws TCNs responsibility to ensure the necessary goods for the quality logistical support for the forces participating in the operations is carried out. In terms of shared responsibilities of the organizations in leading positions we highlight the fact that the one commanding the MF since the entry of forces in the theater of operations, assumes the control of the available resources and means by authority transfer.

In terms of supply, both troops contributing nations and the leading organizations of post-conflict operations have full freedom in searching for suitable solutions with multinational specific, for the logistical support of subordinated troops. Regarding NATO, the gained experience demonstrates that the dealings, the multinational agreements concern, in particular, materials of Classes I, III and IV - providing food, water (bulk or bottled), bulk fuel, oils and lubricants, building materials etc. It is obvious that the material goods

needed to be ensured by multinational logistics contribution is determined, in agreement with the participating countries, before the commencement of the operation and depend on the level of standardization and interoperability within the force structure<sup>3</sup>.

The need to create stocks of materials, within the JOA, in accordance with the provisions of plans and operations orders is evident, such as clear as it becomes the responsibility of the leading structures of the logistic support to avoid their redundant accumulation, by organizing a parallel and continuous replenishment flow, in order to avoid accumulation of material in transport organization points and thus, material losses.<sup>4</sup>

With the purpose of avoiding the accumulation of large material stocks and also the increasing the logistic footprint in the field, a coordinated in the activity in needed field of travel and movement of goods. While the movement of material goods proper to the contingents remains a national responsibility, the attribute of coordination and prioritization of ensuring the materials requests, except the materials of NSE, constitute the responsibility of the Multinational Force commander.

Another aspect to be considered regarding the supply in post-conflict operations is the fact that the structures of forces participating in operation give great importance to the exchange or, in other words, to the trading of goods and services between the participating forces. At the level of MF are established a series of *Standard Operating Procedures / SoP* regarding *the exchange and trading of goods and services*. Such transactions may take the form of a planned logistical support, of the emergency logistical assistance, of the multinational logistic support or redeployments, on the grounds of the decision of the MF commander, where he has the authority to command and control in this domain<sup>5</sup>.

In terms of redistribution of logistic resources, on the line of standard operating procedures, one of the most important documents elaborated in this respect is embodied in *NATO Standardized*

<sup>3</sup> *Allied Joint Doctrine for Logistics AJP-4 (B)*, ratification draft, NATO, HQ SACT, Logistics Branch, 7857 Blandy Road, Suite 100, Norfolk, Virginia, p. 4-1.

<sup>4</sup> *L-1, Doctrina logisticii operațiilor intrunite*, Bucharest, 2008, art.47, aln.1.

<sup>5</sup> *MC 319/3 NATO, Principii și politici logistice*, Bruselles, Dispoziția Comitetului Militar NATO, 2012, p. 6.





*Agreement STANAG 2034*<sup>6</sup>. Precisely for this reason, we consider necessary to implement the provisions of this agreement in the doctrines and procedures of each NATO member state, in order to increase the efficiency of granting mutual support.

### **The specific supply in Afghanistan theater of operations**

Regarding how the supply is performed in the theater of operations in Afghanistan, where a post-conflict operation is carried out, we initiate by specifying that 95% of total assets received by the Romanian structures belongs to the American partner. When specifying about supplies, some aspects should be considered. Thus, we refer to the supply of materials, spare parts and other goods sent from the country (based on the requests of the structures deployed towards NSE, then towards the structures from the county); requests submitted towards the American partner for the material goods belonging to classes I, II, III and IV (consumables, respectively materials contained in the *Property book* - materials that will be returned at the end of the operation in full state of functionality); reception of the equipment received through Property Book; organization and supply of FOBs where Romanian structures are deployed. Materials that do not fall under the category of property book (according to ACSA provisions), remain in use of the Romanian troops (being then transferred to the next contingent, during rotation, if applicable) until exhaustion / performance of use time, being registered in the accounting book at the section *Non Property Book*.

The supply of the Romanian structures deployed in the Afghan theater of operations is performed according to the model of the US military logistics system. Thus, for a Romanian structure with more than 50 people (egg.: NSEs, maneuver battalion that ensures the security of the international airport in Kandahar within the mission Resolute Support), is assigned an address code (*Department of Defense Activity Address Code/DODAAC*) that allows the easy identification within the system as beneficiary entity. If there is a structure with up to 50 people, it is allocated to a structure that has the right of the DODAAC, so in the requests submitted to the American partner<sup>7</sup>. For the requests of materials

falling under the material classes I and III, these are addressed to the American partner on the ground using a code form 3161. Instead, in the case of the requests of materials submitted in the country, the documents circuit is regulated according to national regulations specific to the field.

For the supply of spare parts, maintenance materials or even aggregates, assemblies and subassemblies necessary to maintain the state of readiness of the equipment received through the Property Book, we use the stock code numbers (*National Stock Number / NSN*) corresponding to each component, or the number of subassembly (*Part number / Part No.*), aspects that are specified in each technical book of each type of equipment.

As a way to streamline the supply of spare parts as well as to perform maintenance in a short time, and implicitly, the maintenance of the state of readiness of the equipment received from the American partner, we introduce data (a code formed by letters and numbers assigned to each category of technique and equipment) on this issue in the standard maintenance system of the US army (*Standard Army Maintenance- System Box/SAM-S Box*).

According to the *Logistic guidelines for operation theaters, 2016*, each request on spare parts sent from the Romanian logistic structures is assigned a priority code, given by the technical condition of the equipment: 02-means urgent, the equipment being unavailable; 06-the equipment is operational, being able to perform missions; 12-pending, the equipment being operational, but not assigned for the execution of missions.

When receiving the equipment contained in the Property Book, the procedure regarding the performance of the activities on this issue is not much different than the one governed by national regulations. Thus, at the notification of the American partner, a joint committee made up of staff of the beneficiary unit (usually specialists) and specialized personnel of NSE, go to the equipment storage place, identify their series, check the functionality of the systems, inventorize the lots of board (*Basic Issue Items/BII*), and address any faults or shortcomings ascertained.

Class III materials supply, is usually achieved on the basis of fuel cards issued by the company (Supreme Fuels GmbH & Co.) which, according

<sup>6</sup> *Allied Joint Doctrine for Logistics AJP-4 (B)*, ratification draft, NATO, HQ SACT, Logistics Branch, 7857 Blandy Road, Suite 100, Norfolk, Virginia, p. 4-1.

<sup>7</sup> B. Mocanu, S. Pînzariu, *Ghidul de logistică pentru*

*teatrele de operații*, Bucharest, "Carol I" National Defence University Publishing House, 2016, p. 19.





to the ACSA agreement, has the task of supplying Level I FOBs, KAF (*Kandahar Air Field*) respectively HKIA (*Hamid Karzai International Airport*). After fuelling the equipment, they are issued a ticket/receipt, specifying the following information: fuel type (egg.: F 54 Diesel, F 34 Avtur fsii, Gasoline F 64), the amount fed, the power station (KAF Retail BFI), the date and the time of feeding, the series of the card ensuring the feeding, as well as the structure owning the card. The registration of the feedings is generally made weekly by the management coordinator, upon receipt of the related invoice from contractors.

Class III materials supply of the other FOBs is performed by NSE, the regularity of supply depending on their storage capacity (especially the capacity of the fuel tanks), the transport of materials being made with armored fuel tanks or armored fuel trucks belonging to the own structures, or with contractors' fuel tanks, as the case may be. AT the level of each FOB, depending on the storage capacity of each, a reserve is constituted. The monitoring and coordination on this issue are based on the reports (*Situation Report / SITREP*), transmitted daily.

### Conclusions

In conclusion, referring to this functional field of logistics, we can notice that in post-conflict operations is mostly felt the interference of the logistic military system with the one of the economic environment, where international economic operators (but also the local ones) contribute more and more in ensuring the logistic support necessary for the forces.

As indicated above, a considerably high percentage of the total campaign services provided at the level of ISAF operation, and also afterwards, in the operation Resolute Support, belongs to the American partner. Thus, at the level of the area of operations, in order to support the requests for materials, spare parts, campaign services, maintenance of installations from dislocation bases, etc. submitted by Romanian subunits, from

within establishments belonging to the US army, units (subunits) have been designated, to solve the respective requests. Those structures were named "sponsor" and were established to create a logical and coherent logistics system, providing the first link in the supply – delivery chain, unanswered requests being submitted to the Romanian NSE website, as well as to the American top echelon.

Finally, considering the involvement and the unconditional support of the American partner in the field and the way Romanian NSE manages to complete the deficiencies ascertained by the deputization and implication of own effectives in ensuring this functional field of the logistic support, we may conclude that the Romanian structures deployed in Afghanistan, are provided with all campaign services, necessary for the good performance of their missions.

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