

Modern Management in the Defense System

UDC 005:355.45

Dr Aleksandar Majstorović,
Dr Marko Andrejić
Military Academy, Belgrade

The bases on which the plans in the defense systems are founded are usually rather uncertain due to dynamic change in the system, particularly to its close or farther environment. Nevertheless, planned and organized activities in these conditions, and especially in the area of selection, creating and developing modern managers are both a must and a need, and planning human resources in the conditions of uncertainty is both a liability and a challenge for the top management and the planning departments in the defense system of the Republic of Serbia and all its parts. An appropriate selection, supplying with adequate knowledge and an adequate development of a military manager bear a promise of a steadier work and fewer „emergent tasks“ in the defense system. The requirements posed by the practices, time requirements and modern trends in the field of military management demand that a photorobot of a modern manager of the 21st century be designed: desirable knowledge, education, conduct, techniques and methodology he uses. The developed countries and their defense systems have long realised that management is a scientific discipline, crucial in the successful work of the system and therefore worth paying due attention to. It is for this reason that we devote this work to this issue of the Republic of Serbia defense system.

Introduction

We live in a world of great change and challenge, therefore the present social reality is characterised by ample organizational, formal and crucial changes, change in capital ownership, change in the value system, plurality of thought, lack of fear and powerful destructive propaganda in internal affairs, insisting on transparency in work, intensive proclamation and striving for consistent respect of human rights and liberties, general access to information, high level of aspirations in people in general. The ordinary people are faced with high level of demand and expectations, being promised little in return. Human ideals have essentially changed. Fewer and fewer are those who are willing to struggle for supreme ideals at a price of ruining their comfort, even fewer are those prepared to pay the extreme price for these ideals, to sacrifice their lives.

People adopt change more or less voluntarily, they help it root or they resist change, they take change as a success or as a defeat, a profit or a loss, all along reacting in different ways: showing delight, resignation, indifference, passive or active resistance. It is this change that should be managed, and this is the task of strategic decisions makers (managers) and top managers. Special emphasis is given to the management of the life and work in the defense system.

We may freely maintain that the current state of the defense system, the needs of practice, requirements of time and modern management trends have become a serious challenge to managers in the defense field. In the approaching period, the management in the Republic of Serbia defense system gains in importance and must actively and publicly take on the role of the front unit.¹ In order that military managers should successfully cope with the growing problems, it is necessary that there exist a long-term conception of development with a built in organizational aspect, that candidates for military man-

agers be carefully selected and that they undergo continual education and qualification processes. The needs of modern practice that deals with situations of crisis, fighting terrorism and continual preparations for possible future wars require that the managers in the defence system should be chosen among people with leadership dispositions (abilities and inclinations) and knowledge of management, trained for the job they will do. For the time being, there are no appropriate and well elaborated criteria, publicly known and related to the selection and appointment of military managers to certain managing positions. The prevailing choice of methods is not impartial enough and reduces (almost eliminates) the impact of public – transparency to a significant degree.² It is generally established that there are two global types of managers in our practice:

- those well acquainted with work with people;
- those well familiar with technology of the work the people they manage are engaged in.

It is difficult to find managers familiar with both, and it is both of these qualities that are required in the operational activities (business activities in a most general sense) of the defense system. Hence there are only a few accomplished military managers, a management gap increases daily and it is of paramount importance that education of management personnel be started, with new contents and methodologies. Two problems arise in theory (and operational practice) related to adequate selection of military managers:

- insufficient number of candidates (alternatives) who meet the set requirements;
- biased and non-optimized selection of one among a

¹ Majstorović, A. and Andrejić, M.: *Savremeno upravljanje ljudskim resursima u sistemu odbrane* (Modern Human Resource Management in Defense System), the Tenth International Conference „Quality and Reliability Management“, DQM Faculty of Civil Engineering Belgrade, June 2007, p. 422.

² Majstorović, A.: *Državna revizija u sistemu odbrane*, Economics and Finance Institute, Beograd, 2008, p. 144.

number of candidates who meet the requirements, as well as incorrect ranking of other candidates.

It is very important that a prospective candidate (besides knowledge, desired traits and skills) desires to be a manager. Any successful system, especially the defense system, must be work-incentive and use human resources (and any other resources) at its disposal appropriately and optimally.

In this report we discuss and propose a possible methodology of selection, creating and development of military managers as well as present the relevant knowledge that a modern and successful military manager needs. We will take into consideration the desirable predispositions and the development path, as well as education of military managers. Here the emphasis will be put on the current – peaceful management activities in the defense system, since the analysis of management in the past wars would be inappropriate in the context of this work, whereas the projection of management in some possible future crises and wars would not be reliable enough, due to a large scope of unknown factors.

It should also be pointed out that, in addition to systemic considerations, when selecting and appointing military managers we must take into account the situational approach and analyse each individual managing position – a public function (operational activities in the units at troop level, in commands at operational level, in administration departments, in educational and scientific institutions, in research institutions, etc), thus precisely defining the manager profile for a particular work position.

Specific features of management in the defense system

Some specific features in terms of the complexity of military organizational systems (combat system, production system, logistics, business system, personnel turnover: permanent and temporary structure), of human rights and liberties, autonomy in decision making, personnel solutions, mode of functioning, etc. make up the management in the defense system considerably more complex than it is the case in civil organizational systems. As regards the specific features of military organizational systems, if a non-incentive plan is established, it may lead to an average performance, implementation of double standards in personnel selecting and managing, to obstructions, eluding work obligations and to other negative consequences. The fundamental principles upon which the relations within defence system, especially those between the manager and other members are built are as follows:

not all the members of the system are included into decision making on all the important issues of the system;
the manager plays an organizational- technological-coordination role in order that the tasks are accomplished effectively, efficiently and economically;
the manager helps all the work group members in the process of creating and liberating their will, creativeness

and abilities, in order that they are adequately trained to achieve high performance and take an active part in improving management itself and the overall functioning of the system.³

In this sense, the most important features of a modern military manager are the following:

- the requirement to change both himself and others;
- collecting information, identifying problems, decision making in problem solving and their actual problem solving;
- translating solutions to the problems into decisions and actions;
- organizational frame within which he acts: he acts from the position that gives him power within the pyramidal structure, as well as responsibility. His attitudes are authoritative. People beneath him in the pyramid see themselves as more dependent than opposite. Numerous forces in his environment act in such a way so as to render him in that position. Despite a great and independent power, the manager still depends on his subordinates due to the size of organization and technology etc. (identifying problems, data gathering, analyses, decision making, making a decision operational). He works by influencing other people and must position himself in such a way that he may always demand more. He is expected to, and must himself try to, act as an extension of the ego of his superior. He is required to think creatively and originally, but also to act in a way his superior would act in a similar situation.

The essence of management in general is in devising such subtle ways of exerting pressure upon the subordinates so as to provoke least opposition and conflict between the subordinates and their superiors, between production forces and production relations, between the achieved work results and profit distribution, at the same time maintaining the existing relations, the method of functioning and the existing distribution of status. In addition to overall human qualities (emotional and academic intelligence, energy, creativity, decisiveness and firm character) the managers in the defense system should be gifted with some specific traits, characteristic of the men and environment in this country, such as capability of selecting and developing personnel, knowledge of people and their problems, correct estimation of their abilities.⁴ The manager is always expected to be a leader, that is, to command great personal authority and power and to be able to conduct all the management functions and processes (planning, organizing, personnel, guidance, control, analysis, coordination, task assignment) successfully. In addition to the abovementioned, the manager is expected to identify problems promptly, deeply and broadly, diagnosing them

³ Majstorović, A. and Andrejić, M., *Teorijski aspekti upravljanja ljudskim resursima u sistemu odbrane*, Novi glasnik br. 2/2007, Vojnoizdavački zavod Baograd, 2007, pp. 71-72.

⁴ Majstorović, A. and Andrejić, M., *Teorijski aspekti upravljanja ljudskim resursima u sistemu odbrane*, Novi glasnik br. 2/2007, Vojnoizdavački zavod Baograd, 2007, p. 74.

briefly, making a difference between what is important and what is not and to always move efficiently across the defence system.

In order that the manager master the „right system of work“, he must have some psychological qualities and act adequately in working with and addressing his subordinates. The means and methods used in management in the defense system are subjectively and significantly different, since they are part of knowledge and reason of the manager who selects the methods he considers most appropriate to a given situation. In order that his choice be adequate, it is very important that the manager possess certain qualities: highly developed intellect, broad general culture, adequate professional and social preparation, matching of character and temperament, skill in handling demands and complaints from his collaborators, skill in managing the organization (group) and getting the feedback right. The modern manager's personality in the defense system today must be a set of different qualities the minimal scope of which will be the following:

- 1. moral qualities:** highly developed social awareness and social feeling; sense of economics, decisiveness, entrepreneurship; sense for responsibility;
- 2. intellectual skills:** methodic approach in reasoning and acting; objectivity; realism and practical sense; capability of persuading others;
- 3. physical qualities:** physical and psychical health; vitality; endurance; agreeable appearance;
- 4. knowledge and experience:** general education as well as knowledge of skills and managerial work as well as work in schools for managers, experience in educational work.

Projections of knowledge necessary to the modern manager in the defense system

Knowledge in its broadest sense means a set of contents on a subject or a phenomenon and their definitions founded on the truth.⁵ The military manager is required to master the knowledge necessary to any other manager, but also knowledge specific of managing a military organizational system and the organization of modern work in them. According to the principles of the modern theory of management, knowledge required from the manager can be classed as functional knowledge, system knowledge and knowledge in the field of situational analysis. Functional knowledge enables the manager to perform basic functions: planning, organization, task assignment, coordination and control. System knowledge helps him get an insight into the organization (and problems in it) as a whole made up of interrelated parts that function and achieve planned goals in an uncertain environment.

⁵ Nadoveza, B., Majstorović, A. and Milojević, I.: *Računovodstvo i upravljanje troškovima*, Mladost, Beograd, 2006, p. 16.

Knowledge of situational analysis allows for the operationalization of system knowledge within a concrete problem to be solved with a maximum respect of its specific nature.

It is necessary to specify the requirements of the military manager workplace, selecting candidates with natural tendency, candidates with knowledge needed in management in individual phases of the system's life cycle, candidates with experience in management or in training others in the field (teachers) and selecting candidates who want to be managers. Similarly, the selection of managers must not be based upon imposing the individual on the staff, but must respect the following requirements:

the staff should voice their opinion when choosing their manager, since in this way they acknowledge the manager's authority and approves of his mandate to manage;

managers of broader organizational groups in the system should also be granted opportunity to express their view and consent, so that a vertical unity of the technological process be ensured, and senior managers should be in a position to influence directly the selection of their direct collaborators;

the managing boards in charge make the final decision (approve of the choice) on the selection of individual managers, having in mind the interest of the system as a whole.

One possible classification of knowledge required of the military manager is presented in the following table.⁶

Generally speaking, there are general managers and expert managers in the defense system. In order that the general manager may perform his role he must form – gather a circle of competent collaborators. In this country, it is normally accomplished by forming a collegiate body. An increase in the scope of tasks within the management function, especially in large systems renders the modern management impossible without a permanent contact and collaboration with the expert managers in the system and results in splitting the unique function of management. The role of middle management is the least defined in the defense system (acts, regulations, rules...). Junior managers may encounter some problems in practice, the problems that are not manifested in their inappropriate technical knowledge and education, but in their problematic inclusion into the work group – collective as well as in their somewhat limited possibilities to actively and purposefully perform there.⁷

⁶ After: Majstorović, A. and Andrejić, M: *Savremeno upravljanje ljudskim resursima u sistemu odbrane* (Modern Human Resource Management in Defense System) , the Tenth International Conference „Quality and Reliability Management“, DQM Faculty of Civil Engineering Belgrade, June 2007, p. 423.

⁷ Majstorović, A.: *Revizija poslovanja sistema odbrane*, doctoral thesis, Faculty of Trade and Banking BK, Beograd, 2007, p. 122.

Table 1. Classification of knowledge required of military manager

KNOWLEDGE ACCORDING TO ORIGIN	KNOWLEDGE ACCORDING TO PURPOSE	KNOWLEDGE ACCORDING TO SCIENTIFIC FIELDS AND PROBLEM SOLVING AREAS	KNOWLEDGE ACCORDING TO UNIVERSALITY
<ul style="list-style-type: none"> - knowledge acquired by education in the educational system; - knowledge acquired through practice in doing some jobs; - knowledge acquired through permanent education during work; 	<ul style="list-style-type: none"> - basic knowledge; - auxiliary knowledge; - back up knowledge; 	<ul style="list-style-type: none"> - general knowledge in the field of organization; - general management knowledge; - knowledge in technology and organization of the field in which the problem is solved through team work; - public relations knowledge; - knowledge in the field of acquaintance with the internal and external military and other fields; - knowledge in psychology, social psychology and communication with people; - specialized knowledge in the field of team work and team managing; - specialized knowledge in the field of project management; - methodology knowledge; - knowledge in the field of planning (predicting, decision making and devising plans); - knowledge of information technology and disciplines closely related; - knowledge from the analysis of internal and external environment; 	<ul style="list-style-type: none"> - mutual for all managers; - specific of a certain activity or organizational type; - very specific knowledge, related to very concrete types of activities;

The importance, role and tasks of managers in the defense system

The job of the manager at any level in the defense system is specific, sensitive and complex and his position can be shown in the following way:

1. There is no certain promotion if the given sequence of goals is absent.
2. Each of the phase goals requires adequate personal capacities and adequate characteristics of the environment.
3. In the first half of the career more attention should be paid to personal health, education and work than to promotion.
4. Results are a permanent and crucial goal in the career. They should always be presented to the society so that the society grants a promotion in career and an opportunity for improving in professional work. Therefore, for promotion purposes, those results should be chosen for which there is a demand, opportunities and conditions, in order to ensure reputation (privileges) and position (protections). Protections cannot be sought before the privileges are offered.
5. Quality of results conditions the quality of promotion and environmental response.

6. Each new position requires new capabilities, new knowledge, new work, new results and new reputation.

It is for this reason that one should publish his results, in order to create relations, privileges, protections and acceptability.

In his work, the military manager should observe global change and uncertainties they bring. If planning is reduced to mere routine or satisfying formal obligations, without a defined conception of development, in the system or in its part, it will be meaningless.⁸ Some of the changes and uncertainties to which we should adapt the development of management, the way of thinking, acting and behaviour in the defence system can be globally expressed in the following way:

- The representatives of states, frontiers and their sovereignty become only administrative categories, the power centres being shifted to powerful lobbyist groups, of whose decisions the states are merely informed;

⁸ Majstorović, A.: *Revizija poslovanja sistema odbrane*, doctoral thesis, Faculty of Trade and Banking BK, Beograd, 2007, p. 172.

- The 21st century is announced a century of knowledge, and the millenium we entered will be qualified by the nomad life of labour force;
- A new world architecture is formed from modular units existentially capable of surviving locally, however not powerful enough to affect the environment (region) and incapable of survive by themselves on a global plane, especially not in the paths leading to significant sources of raw materials – energy paths;
- Unification of world business;
- A world government is formed, a world military force, a world religion, a unique language and a unique currency are introduced;
- The world has become small, a global village and each point in it is easily accessible;
- The world changes fast, so it is not easy to follow the changes;
- The worls has become complex and interdependent, even very complex and extremely interdependent;
- Temporary and flexible organizations are promoted;
- Clear and partial regulations are accepted, controls of results, not processes;
- State frontiers and frames are surpassed, external and international organizations are established;
- Transparent behaviour, cooperative relations and shallow organizational structure are developed;
- A growing primacy of ideas over manual work;
- A growing knowledge processing, a reduced data processing;
- More and more is being done in managing people, compared to managing processes, since technical-technological achievements and results of automatization and robotics facilitate manufacture management;
- Team work gains advantage over individual work, especially in the areas of research, development and management;
- There is an increasing stress upon free time and personal health management, not work management ...⁹

Perhaps more than the global changes listed above, the acting and thinking of people is affected by the present changes which are emerging worldwide, faster or more slowly: the rise in the living standard, higher level of education, general accessibility of information.

The manager is always required to:

- define the organizational policy he makes;
- gather a group of people to make an organization capable of functioning and producing results;
- find a way to obtain a maximum from the members of the working team.

In addition to knowledge, skills and habits necessary for a successful modern management, it is necessary to possess knowledge, skills and habits needed in managing

specific fields of human activity in the defense sphere. This knowledge of knowledge, skills and habits must be, in a required scope and in an adequate way, formally and content selected, classified and presented to the staff.

The manager's behaviour is preconditioned by his personality, his knowledge, education, independence and responsibility, the type of work as well as the nature of the tasks, knowledge, education, independence and responsibilities of people he manages. Of course, in selecting a team, competent experts in problem solving are chosen, to be managed in their work after a unique methodology and offered a general, and sometimes specialized expert aid in certain spheres of problem solving. The managers development programme should be created in such a way that it helps people learn how to solve typical management problems in both typical and **atypical** situations, help them master the skill of gathering information from different fields, the skill of analysing this information, help them learn how to seek the possibilities for solving the problems and acting on their own choice, as well as enable people to obtain voluntary collaboration with other people to realise their own mission; as well as allow for maintaining balance and achieving objectivity in the conditions of time and psychological pressures. Managers should be taught to **identify relations**, not contents, correctly, to **understand**, not know at any cost, **to deal with every aspect of the problem and to solve them having in mind a goal**. Managers learn by acting, observing consequences, reorganizing and acting again. People with outstanding organizational skills (talents are scarce) should be discovered, then developed and educated.

A good manager is not merely a spontaneous product of nature; in order to be such he needs education, and this education means a long and painful effort in which the family, school, organization he works with and state participate.¹⁰

Managers education projection in the defense system

Education of managers is a complex problem that cannot be solved in haste, but by long-termed and persistant work. Forming and development of manager's personality is influenced by numerous factors, such as:

- ☞ family, school, social organizations and political parties and associations;
- ☞ people he works with – the company within which he works and acquires working and life experience;
- ☞ his immediate superior who imposes his own example on a young manager;
- ☞ institutions for additional training (within the defense system or outside it).

⁹ Majstorović, A.: *Revizija poslovanja sistema odbrane (Review of Defence Systems)*, Defence Technologies Symposium – OTEH, Boegrad, October, 2007.

¹⁰ Majstorović, A. and Andrić, M.: *Planiranje, programiranje i budžetiranje u sistemu odbrane (Planning, Programming and Budgeting in the Defense System)*, the 34th Symposium on Operational Research SYM-OP-IS 2007, Zlatibor, September, 2007.

Possible techniques and methods of training a modern manager are:

- rotation among a number of jobs and organizational levels (experience);
- assistance (work as an assistant to a senior manager);
- education in its broadest sense and on different levels;
- group education directed towards solving (with perception reorganization) unprogrammed problems that require knowledge of the problem, knowledge of the groups and experience.

The end goal of the managers education in our defense system should consist of a tendency to increase the efficiency of managers' work and thus contribute to a better and more organized work, higher productivity of work and developing healthy and positive relationships among the employees, via a higher quality education. Therefore, a systemic, organized and continual education of managers has an aim to:

- ☞ enlarge and enrich their knowledge of sciences and humanities, significant for modern management and for improving the work organization in work collectives;
- ☞ refine methods, techniques and skills of management and organization of work;
- ☞ broaden the mind and establish correct attitudes and views, enhance their initiative in developing healthy relationships within the organization and between the organization and the society.

Immediate (concrete) goals of the education of managers in the defense system should stem from the analysis of real needs. The following questions should be answered:

- ☞ is the aim of education to **prepare new people to work in managerial positions** – education of young managers (importance, essence and basic principles of management and organization, acquiring skills and habits in implementing certain sophisticated techniques and methods, development of attitudes and relations with people, training for Human Resource Management – HRM);
- ☞ do we tend to educate the **present junior and medium level of management in order to prepare space for executing higher levels of managerial duties, bearing more responsibility** – education for the purpose of improving certain techniques and methods;
- ☞ is the aim of education to **improve the present managers in order that they do their present job more efficiently** – education for the purpose of improvement (learning about the relevant achievements in scientific development for the purposes of more precise predicting, decision making, taking actions, breaking with the cases of staleness, of work blindness, improving the present methodology by mastering certain techniques and skills, forming new

views as regards work and people, training people to prevent achieving a „plateau“ in developing managerial personnel).

In terms of educational aims and the management level, the focus is set upon the following:

- in junior managers and those at lower levels, at acquiring knowledge in order to adopt the principles of modern management and broaden views;
- in medium level managers, at adopting techniques and skills that can be readily implemented, as well as at acquiring certain attitudes as regards these techniques (stress is on exchange of experience and attitudes);
- in top managers, at discussions on establishing business policies of the defense system on the global level.

The contents of education of the managers must be largely adapted to real needs and capabilities of the defense system, as well as to the requirements of the job the managers do or are trained to do. In this sense, the possible forms of education are:

- schools for managers;
- courses and seminars;
- conferences;
- experience exchange groups;
- correspondence studies (open universities);
- individualised work (lack of spare time and ability to cope with an increasing quantity of written material and documents).

In evaluating the results of manager education there are usually a number of methodological difficulties that arise out of the educational results character and the ways in which these results are manifested. Normally, there are three groups of results:

- visible results, those that can easily be perceived and quantified;
- results that cannot be measured, but are globally visible, e.g., functioning of the modern organization of work;
- results that are not so visible, but can be felt, such as improved interpersonal relationships, greater satisfaction of the staff, higher work morale, etc.

What is most criticized in our practice of selection and appointment of managers is the following:

- in most cases people are not familiar with the criteria and the weight of criteria on which they were selected;
- it is often remarked that the selection was biased;
- there are cases when it is obvious that the selection was conditioned by factors other than work place and the needs of the group;
- the subordinates protest strongly against any sign of protection in selecting the manager.

Weaknesses emerging in practice concerned with defining the criteria are the ambiguously defined selection criteria, unsteady or insufficiently steady criteria, both of

which result in the criteria being adapted to the candidates, not candidates to the criteria based on real needs, as well as a unilateral character of the criteria, that is, the lack of balance among the suitability, expert-technical and social criteria. The decisions on the appointment of manager might be significantly improved if decision makers were presented the materials on:

- the directly superior officer's views;
- the attitude of the group the candidate is to manage;
- data and attitudes of experts (psychologist, human resource manager ...).

In addition to these, the following should be analysed and observed:

- competence (absolute and relative) for management, the work results achieved so far and the superiors' recommendations;
- knowledge of people and of the organization and process technology in the relevant field;
- acceptance from the part of wider environment;
- acceptance from the part of the staff he is to manage;
- reputation and authority in his profession;
- work habits;
- knowledge, education;
- experience;
- method and management style he uses in his work;
- way of speaking (brief, distinct, clearly understandable, commands the terminology of the field he manages);
- techniques of submitting data to the superiors, the method and intensity of presenting his organizational system in internal setting;
- the method and intensity of presenting his organizational system (entity) to subjects outside his organizational entity;
- charisma:
 - ability to estimate who will do certain work in a most efficient way;
 - suggestiveness, ability to negotiate and assure, to transmit his own will to the others and encourage others to willingly collaborate and act, all based on self-confidence, self-discipline and strong will;
 - optimistic in nature;
- appearance and the way he dresses, etc.¹¹

The preparation for manager promotion requires a situational approach conditioned by all the manager's qualities, specific features of the new workplace and the work group that is engaged in the preparations. The individual preparation of the new manager has to be executed systematically, timely and according to a set plan, the direct superior being most responsible in this. The individual preparation plan may include:

- education at workplace;
- changing jobs within organization according to the plan made in advance – rotation;
- temporary substituting the superiors;
- courses;
- work outside the organization (internship and practice);
- scholarships, expert exchanges and visits;
- special tasks (committe work, work on plans, analyses and expert opinions)
- other elements requiring continual and systematic education.

Conclusion

We have already agreed that new times require new people. The focus is on the selection of people with modern attitudes to military management, on creating managers that absolutely adopt the transparency in work that calls for establishing an essentially different relationship between the defense system with the public and collaboration with the civil, democratically elected government, media, government and non-government organizations. The time before us requires the managers who clearly understand their position, role and task, their scope of work and their real power, the managers who develop and use teamwork, in contrast to those who „always know best and know everything“

Our times and our defense system require managers who understand the transient quality of life and a permanent need to change and develop the organization; who think about the resources necessary to accomplish the tasks (the price of the decision made and the price of managerial work estimated by cost/benefit analysis) and who view management as part of the development of the society and the system they manage; who have a clear vision and goals and understand their mission; the managers who focus upon the system (entity), not upon themselves and who are capable of translating the system into a higher quality state. It is for these reasons that the objectivisation of managers selection should be paid much more attention to. Criteria for the military manager selection must be known and widely recognized beforehand. Candidates for a large number of duties should be selected on the basis of results of the contest and they should be required to publicly explain their programmes of work in the four year period they are being selected to manage. The selection of military managers should be preceded by a consensus among influential subjects and an adequate preparation of public opinion and the immediate environment that are expected to accept a new manager.

Our task is to prevent by all means the ascent to positions of anonymous, uncompetent people, unknown in their field of work and to their profession, since the profession will not support their appointment. The new concept of the military manager means the one personnel oriented towards transformation, one who thinks in a different way, who understands global trends and changes in the environment and identifies the demands

¹¹ After: Majstorović, A. and Andrejić, M.: *Savremeno upravljanje ljudskim resursima u sistemu odbrane (Modern Human Resource Management in Defense System)*, the Tenth International Conference „Quality and Reliability Management“, DQM Faculty of Civil Engineering Belgrade, June 2007, p. 423.

of time and practice; it means management that is not detached of what is going on and that is capable of acting apart from rigid bureaucratic structures, management capable of engaging resources available in an optimal way, but also of saving resources, primarily human resources it is responsible for.

Generations of young officers are increasingly better educated, both technically and in the IT area and in any other way. They are familiar with the general trends in the environment and have alternatives in terms of employment. For these reasons such a management is required as to be capable of working with them. We should use any organizational methods to ensure the role of management in the system, from the junior to top levels. The changes in the global plan, in the direct vicinity of the defense system, call for a different approach to the selection, development, education, training of managers and their substitution with younger personnel; they call for dynamic insight into the future and departing from the classic approach. Completely worked out formulae for different acting unfortunately do not exist, however, this does not mean that nothing can and must be done. The weaknesses identified in the area of manager selection, development and education in the defense system require adapting to the needs of practice, social capacities, time and modern management trends.

A more efficient and scientifically founded planning will allow for a higher quality of planned solutions, rational expenditure in the resource field, thus contributing greatly to raising the Army's combat readiness. An ever present requirement that the command be unified and the command points be reduced in manpower, alongside raising operational skills and quality in work can be satisfied only by implementing theoretical achievements in the field of management. Similarly, it is necessary that external consultants and representatives of superior commands be included into the planning process.

The defense system must answer the need of unbroken functionality. This means constant and organized planning, monitoring the situation, the impact factors and the elements of the situation in order to prevent possible unpredictable situations and be ready to find adequate solutions at any time.

If we cannot plan the basic activities of military operational systems precisely enough, due to environmental change, we can certainly plan the organization, flexible enough to enable a wide range of activities. If we are aware of the speed and necessity of change, we have to establish mechanisms that will respond to change, identify it and capture even the faintest signals, and this is possible only by creating and projecting a modern model of management in the defense system.

LITERATURE

1. Lerner, A. *Principi kibernetike*, NIP Tehnička knjiga, Beograd, 1970.
2. Majstorović A, *Reforma sistema odbrane Srbije i Crne Gore*, Međunarodna konferencija Ekonomskog direktorata NATO na globalnu temu: *Ekonomске dimenzije u izgradnji savremenih institucija odbrane*, Berlin, SR Nemačka, septembar 2004.
3. Majstorović A, *Sistem planiranja rashoda odbrane*, Međunarodni simpozijum Ministarstva odbrane SCG i Združenog Generalštaba SAD-a na globalnu temu *Planiranje, budžetiranje i izvršavanje rashoda odbrane*, Beograd, februar 2005.
4. Majstorović A, *Obračun naknada prema klasifikaciji Ujedinjenih nacija*, Međunarodni seminar u organizaciji Skandinavskog međunarodnog centra za odbrambene studije, Oslo, Kraljevina Norveška, april 2005.
5. Majstorović A, *Revizija poslovanja sistema odbrane*, Međunarodni seminar u organizaciji Inspektorata odbrane SCG i Generalnog revizora Ministarstva kopnene vojske SAD-a, Beograd, septembar 2005.
6. Majstorović A. i M. Andrejić, *Savremeno upravljanje ljudskim resursima u sistemu odbrane*, 10. međunarodna konferencija „Upravljanje kvalitetom i pouzdanošću“, DQM Građevinski fakultet Beograd, jun 2007.
7. Majstorović A. i Andrić M, *Planiranje, programiranje i budžetiranje u sistemu odbrane*, 34. simpozijum o operacionim istraživanjima SYM-OPIS 2007. Zlatibor, septembar 2007.
8. Majstorović A, *Revizija poslovanja sistema odbrane*, Simpozijum o odbrambenim tehnologijama - OTEH 2007, Beograd, oktobar 2007.
9. Grupa autora, *Savremena organizacija rada*, Rad, Beograd, 1969.
10. Berglez, J. *Odabrana poglavlja iz rukovođenja i komandovanja*, CVTŠ KoV JNA, Zagreb, 1985.
11. Dessler G, *Osnovi menadžmenta ljudskih resursa*, četvrto izdanje, Data status, Beograd, 2007.
12. Zelenović D, *Tehnologija organizacije industrijskih sistema - preduzeća*, Naučna knjiga, Beograd, 1995.
12. Laslo J, *Koncepcije poslovne politike*, Ekonomski glasnik broj 3, Savez društava ekonomista Bosne i Hercegovine za teoretska i praktična ekonomska pitanja, Sarajevo, 1986.