

S U M M A R I E S

Methodological Process in Writing a Scientific Paper

Radoslav Gaćinović

In the modern methodology of scientific work, laws are defined that are to be followed by a researcher in order to successfully write a scientific paper. This is a process in which facts are to be subjected to scientific analysis and other research methods, along with active critical relation to what is a subject of the research. This means that answers are looked for where they are lacking and questions are raised that have not yet been raised. That is why at the University the process of knowledge acquisition is not called learning but studying. While learning is based on memory, studying is based on contemplation. Any contemplation is not the same as scientific thinking, which is just one specific way of thinking, and its goal is to be true.

When researchers deal with methods, it is methodology. The research subject of methodology is scientific methods, and the subject of research of scientific methods is a part of objective reality, which a particular science has defined as its subject. Methodology comprises overall methodical procedures applied by a certain science or a group of related sciences with an aim to reach new findings. So, for all its progress and transformation, both material and spiritual, the mankind should thank primarily to science, scientific creation and research. Without developed science there can be neither progress nor welfare of any country or people in the true sense of the word. This reciprocity of the development of science and the development level of a country and its people was already noticed by Bacon back in the 16th century, who argued that science and human power go together, in parallel, and are interwoven and permeated, mutually affecting each other. Back then, in the age of renaissance, he admired the great transformation brought about in the life of civilized nations by sciences, with their broadness and diverse and multiple application. His contemporary Montaigne, a great French thinker, pointed out that the science was “a great ornament”, adding right away that it is at the same time “a thing of marvelous use, a wonderfully serviceable tool”. If people spoke about science and its power in such a manner in the 16th century, then the beginning of the 21st century poses a true challenge to researchers and scientific institutions to bring about, with help of science, a new renaissance in the quality of life of the mankind. It is known that there is no a magical formula that can reveal the secrets of scientific research, just as there are no quick and mechanical procedures that, once learned and mastered, may help you qualify for such a type of activity. However, for anyone to get qualified for scientific work, it is necessary to meet two basic requirements: 1) to be talented for that, naturally predisposed; 2) to be introduced to scientific work and its methods by someone developing, “nurturing” in him/her the qualities necessary for this work. Consequently, introduction to a scientist’s trade is best accomplished both by reading various scientific papers and manuals and, even more, by practice, as the Latin saying puts it: *Fit fabricando faber* (Forging makes a blacksmith) or as Germans believe – *Übung macht den Meister* (Practice makes the master).

Key words: science, methods, goal, contents, scientific work/paper, scientific report, research, indicator, variable, hypothesis.

Alone, But Yet Together: On the Military Strategy of a Neutral Nation State in the New Europe as Shown by the Example of Austria

Horst Pleiner, Andreas W. Stupka

The present paper analyses the development of the Austrian security policy starting in 1955 with the end of the occupation period by the victorious powers of World War II until the present era of integration of the continent under the aegis of the European Union. In so doing, it dwells on the general security-political framework conditions in Europe during that period and explains the concept of strategy in Chapter 1. Chapter 2 deals with Austria's specific role as a neutral state in the Cold War period. Chapter 3 examines the strategic approaches in Austria in the phase of change, the approach to NATO and Austria's accession to the European Union as a neutral state. Chapter 4 assesses the possible military-strategic positioning of the European Union and its member states, which have set themselves the goal of building up a common defense in the foreseeable future. This requires that the nation-state-centered thinking is changed, and to indicate this is the ultimate goal of the paper.

Key words: *security policy, strategy, Austria, neutrality, European Union, national defense, Cold War, armed forces, NATO.*

Change in Swiss Security Policy

Nicole Herzog

In January 2010, the Swiss Government adopted a new security political report on the security policy and defense of Switzerland. While expectations regarding this document, which in fact represents the national security and defense strategy, were great, many already question its worth. Namely, it may be seen that its authors disagree about many issues, while the document should outline the path to be taken in the following ten to fifteen years by the Swiss security policy, and by the military as its security-political tool.

This paper does not set new scientific theses, nor presents new scientific findings. From an observer's perspective it describes impressions and reflections on conducted discussions and gives an overview of important aspects of parliamentary debates. For the time being, this is how national, not just global, security interests look like, which put specific internal and governmental-political features of Switzerland into the focus of attention. It is a fact that little was achieved in security-political debates in Switzerland, which resulted from different causes.

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Key words: *Switzerland, national security strategy, defense.*

Territorial Delineation in the Arctic

Marko Filijović

In the Arctic area, great supplies of energy sources have been discovered. Due to climate changes in recent years significant decrease of ice cover thickness was observed, which together with technological achievements, make explorations easier and exploitation of

energy sources increasingly cost-effective. With regard to constant increase in demand of energy sources, this is one of the reasons for the actualization of the territorial delineation issue of the Arctic states – Canada, Russia, United States of America, Denmark, and Norway.

Key words: Arctic, international law, territorial disputes.

Why did Poland Choose the F-16?

Barre R. Seguin

This paper provides a comprehensive synthesis of the Polish fighter aircraft selection process, assesses the dominant issues, and answers the question “Why did Poland choose the F-16?” In addition to conclusively answering the question, this article sheds light on the relevance of the Polish tender to future large foreign military sales (FMS). In particular, the applicability of lessons learned from the Polish sale to other large FMS is gauged.

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Key words: Poland, USA, F-16 aircraft, tender, armament and military equipment.

Women in the Armed Forces of Republic of Hungary: Experiences and Lessons Learned

Klara Siposné Kecskeméthy

In Hungary change has occurred not only in connection with the fact of joining NATO, but with the changing of the regime and changes in the structure and value system of the army, the principle of equal opportunity in the army had to be enforced too. The majority of the military leaders admitted that the employment of women in certain fields of the military has advantages, so that women may be allowed to perform traditionally man’s duties. In comparison with other NATO countries, the Hungarian Defense Forces have a relatively high proportion of professional female soldiers (officers, NCOs or contracts) in many fields. The total percentage of female professional and contract soldiers (19,6%) covers very high rates in some ranks. Although there are no female flag officers yet, females serve in all other officer ranks.

Key words: women in the military, Hungary, equality of sexes, NATO.

Development of Democratic Civilian Control of the Military in Transition Period of Some Neighboring Countries

Slavoljub Ristić, Radovan Karkalić, Vladimir Jakovljević

In defining and establishing civil-military relations in the countries of immediate environment, certain fundamental principles apply. Usually, three basic principles or policies are emphasized: the supremacy of civilian authorities over the military ones; respect for the professional competence of the military, and non-involvement of the military in the politics and the politics in the military competences. It is evident that reshaping of democratic civil-military

relations and their management still represent a challenge for the neighboring countries. Armed and paramilitary forces, police force, border guards, and other security structures remain important factors in many states. Most often, they behave as “states inside a state”, burdening scarce governmental resources, slowing down democratization process, and increasing a possibility of internal and international conflicts. The reform of the military is a part of security sector transformation started in former socialist countries with transition from authoritarian towards democratic order. Democratic control of the military as a specific institute of the society is a complex process, because it cuts into sensitive issues of defense that is kept secret by all governments under the pretext of safeguarding the national interests. The paper comes to a conclusion that the strategic goals of the defense system reform are: building of efficient and economically sustainable defense system; building of modern, professional and efficient military; Euro-Atlantic integration; and democratic and civilian control of the military and other defense forces. All these activities may be implemented through strategic-doctrinal, normative-legal, and organizational-functional spheres.

Key words: democratic and civilian control, the military, transition.

Security Integrations in Post-Soviet Space – GUAM

Katarina Štrbac

Regional cooperation and regional organizations are not replacements for nation states. Namely, individual states join to make alliances for the sake of common interests, but they also break alliances once these interests cease to exist. Also, it is a fact that countries tend to unite for territorial, economic, or political interests, but also for potential security interdependence and to achieve certain security goals. Regional cooperation is of essential relevance for all areas of social development, although the issue of regional rapprochement for the sake of achieving security interests is often emphasized. After the dissolution of the USSR, newly created independent states sought their paths towards faster development through various forms of integrations. Regional initiative GUAM was created with similar or same goals.

Key words: regional cooperation, GUAM, security, post-soviet space.

Modal Experiment in Examining a Potential Security System of the Republic of Serbia

Miodrag Gordić

Considering the high frequency of applicability of models, experiments and modal experiments in carrying out the fundamental, applicable and developmental research, the role of these methods in cognitive scientific processes is extremely important. The application of modeling, models and modal experiments is important also in verificatory and heuristic examinations during scientific sorting, describing, explaining, forecasting and discovering of phenomena. Especially significant application of modal experiment might be from the aspect of studying the phenomena and processes whose realistic possibility of occurrence is not likely, but once it has occurred, it is studied mostly as a case study aimed to gaining experiences and lessons for possible subsequent occurrences. Security system of any state must be ready to adequately confront all potential

security challenges whose likeliness of occurrence may be higher or lower. That is why the application of modal experiment in studying a security system and its response to potential security challenges, risks and threats may have decisive influence on its optimal organizational and functional structuring in the future.

Key words: security system, modeling method, modal experiment.

Risk Management on Systemic Foundations

Samed Karović, Nenad Komazec

Risk management in the area of crisis management is primarily directed to executive activity of risk mastering. Approaches to defining the risk and to phases of risk management are different. Risk management process comprises a broad range of activities that are carried out within respective phases, which imposes a need for and consideration of a possibility to develop and use a systemic approach to risk management. In this connection, the paper discusses a possible systemic approach to risk management and suggests an attempt in resolving the management of uncertainties and dangers.

Key words: risk, risk management, risk analysis, strategies.

New Value System of the Army of Serbia – Legacy or Projection

Zlatan Jeremić, Slađan Ristić

The Army of Serbia needs a new system of values. Apart from a range of organizational changes, changes in the system of values has been neglected. In order for those to be introduced, the Army's system of values needs to be defined and its sources and conditions under which it has changed from the beginning of the transition analyzed. Then, it is necessary to describe areas of the transformation process of the value system and its function. Within the framework of changes in the society, the transformation of the Army is important strategic task that may not be successfully accomplished unless the system of values is changed. It is indisputable that reexamination of this Army's dimension is also urgently required, using scientific methods and techniques. Precise identification of the existing value system of the Army, projection of its changes, adoption and codifying of a new one, are of essential importance not only for its successful functioning but also for further improvement of civil-military relations.

Key words: system of values, the Army of Serbia.

Information Warfare in Contemporary Military Theory and Practice

Milan Miljković

Information will continue to have critical importance for military success in the future. In order for the USA to dominate the global information spectrum, they will carry out transformation and categorization of information operations as central and most impor-

tant military operations conducted by the US armed forces, together with land, air, sea and special operations. Information operations are defined as coordinated conduct of activities performed against enemy information and information systems, while safeguarding one's own. The main goals are to influence, disrupt and cause failures to the adversary "human" or automated command and control system. Central activities of information operations are psychological operations, military deception, protection of operations, electronic warfare, and computer-network operations.

The ultimate goal of information warfare is information supremacy, which is defined as operational primacy gained from the capability to collect, process and distribute a continuous flow of information while exploiting and incapacitating the adversary to have the same capabilities. To influence the decision process of the adversary leadership, the process popularly called OODA (observe, orient, decide, act) loop, is one of information operations' tasks. Reducing the adversary's capability to make timely and efficient decision will reduce the adversary's response or initiative against the military action launched by allied forces.

Key words: information warfare, information operations, military theory and practice.

Finance Management within the Defense System Financial Function

Nedžad Imamović

With a view that the forecast of future flows of defense system funding and financial management may be implemented with all users mostly on the basis of information and analyses prepared and made by finance department of the fund users, a need arises to take into consideration and analyze the most relevant aspects of finance function. Financial management and control are the key determinants of a successful cost management process in the defense system of the Republic of Serbia.

In this paper, these aspects are discussed through an overview of the financial function and its relevance in an enterprise, and then also through identifying the basic aspects of this function within the defense system of the Republic of Serbia and the establishment of the system of financial management and control. Additionally, basic aspects of financial management in NATO are also presented, which is of special importance for our defense system from the aspect of using their experiences and models. This all gains importance considering that the defense system goes through the phase of implementation of new regulations in the area of financial operations and their harmonization with both the regulations of the Republic of Serbia and the international regulations and standards.

Key words: funding, financial function, financial management, finance analysis.

Public Relations in Peacekeeping Operations

Slavoljub Ranđelović, Ksenija Đurić-Atanasievski

Strategic context of the United Nations peace missions has changed forcing the Organization to expand the field and manner of work from the traditional missions with strictly military tasks into the missions with complex "multidimensional" tasks. Classic peace missions practiced informing as a modality of communication with the public, and usually information was directed to the public of the country whose armed forces the contributed peacekee-

ping force contingent belonged to. Public relations of contemporary peacekeeping operations are practically a constant in their members' actions. From the moment a decision is made on contributing a force to the mission, activities in the area of public relations go on continually starting from the preparations, to reach its climax in the phase of the operation conduct in the field, till the completion of the mission and return of the contingent to its home country.

Key words: security, public relations, media, the Army of Serbia, peace missions, peacekeeping operations.

Public Relations, Communication in Crisis Situations and the Army of Serbia

Nenad Perić

One of basic elements, both organizational and effective-functional ones, of any socially integrated and responsible organization is public relations. In this sense, the Army of Serbia is no exception. On the contrary, this is one of the most essential state elements being proportionally accountable to the public, both national and international one. Public opinion factor is one of the most essential, directly influencing the security issues: redesigning of the role of the military, transformation, leaving or joining any military-political alliances, armed involvement of military systems, etc.

Building a system of public relations and a communication platform in crisis situations, which is to be connected with the system of information, media policy and neocortical protection, is one of prerequisites for normal functioning of the Army of Serbia.

Key words: public relations, the public, public opinion, media, communication, information, advertising, crisis, planning, transformation.

Organizational Learning

Ranko Lojić

In contrast to individual learning, organizational learning involves also social interaction between members of the organization and in such a way knowledge is created which no respective member of the organization himself/herself may possess. The purpose of organizational learning is for the organization to develop capabilities not possessed by it before.

Organizations, including the military ones, should take a range of actions and procedures to create work environment stimulating for learning, and in such a manner to develop into the learning organizations. With this aim the organizations provide conditions for effective learning and applying of the acquired knowledge, and the leaders should support learning and motivate the employees to learn. In a learning organization, members continually expand their capacity to create new way of thinking and are continually learning how to function efficiently as a team.

The paper transparently presents the notion, processes, forms and methods of organizational learning, as well as basic characteristics and elements of the learning organization. Additionally, it analyzes the organizational design and organizational culture, as well as the role of the leader in the organizational learning.

Key words: organizational learning, learning organization, process, leader.

Voluntary Participation in the Armed Forces of the Kingdom of Serbia as a Possible Model of Professionalization of the Armed Forces of the Republic of Serbia

Vladimir Barović

The paper presents information on volunteers participating in the armed forces of the Kingdom of Serbia during the World War One. Facts point to high combat worth and self-sacrifice of combatant formations composed of volunteers, and female volunteers performing combat duties in units are also mentioned. Positive examples contribute to voluntariness as a motive for serving in contemporary armed forces. In this connection, the paper suggests that the tradition of voluntariness may be well used as a model of good practice for recruiting the professional military members in current social developments in the Republic of Serbia. It concludes that the phenomenon of voluntariness is affirmative regardless of a deeper motivation for a citizen's joining the military and armed forces in democratic societies.

Key words: *volunteers, the military, motive, professionalization, model.*

Guerrilla Warfare in Yugoslavia 1941-1943 – a Form of Asymmetric Wars

Mirjana Zorić

Contemporary war practice promotes a new and presently highly topical research field within the art of war and its theory, regarding the waging and scientific interpretation of asymmetric wars. Originating basically from an imbalance of powers in armed conflicts, the asymmetry surely is not an acquisition of the modern world. Experiences from the past are evidence of numerous examples of asymmetry in wars waged through the history, among which the guerrilla suggested its most frequent forms. Since, according to military theorists, the liberation movement in Yugoslavia against the Axis Powers during World War Two falls into the category of asymmetric wars, it is necessary to point to the asymmetry the Yugoslav guerrilla applied in the period from 1941 to 1943.

Key words: *guerrilla warfare, asymmetric warfare, Yugoslavia.*

Destruction as a Means of Politics

Aleksandar Milić

Events having occurred in the world over the past hundred years and their consequences showed that politics may be pursued through other, less popular, as well as unpopular means. Destruction of a society, in the name of politics, is carried out in various areas of social life. In doing so, possible victims are not taken into consideration, but, if any, they are considered as "collateral damage". In the destruction process, apart from the country carrying it out, countries that support it are always involved, and for the sake of surer accomplishment of the set goal various world organizations are used. Their role is to provide legal legitimacy for the destruction being carried out.

Due to abundance of available data, the paper presents a case study – USA, using just one of a number of possible approaches to the subject of the study. Similar analysis might be applied also to other actors of the international politics.

Key words: *politics, destruction, society, power, interest.*

The Possibilities of Engagement of Undercover Investigator in the Detection of Criminal Acts of Terrorism

Željko Ninčić

In addition to various other forms of threats, for some time now the world stage is "richer" for yet another – terrorism. In recent times, terrorism is more present among the sources of threats to the state, and by way of showing the consequences and causes, it is far more visible and cruel. Therefore, the modern society faces constant anxiety because of new terrorist attacks on one hand, and on the other hand, constant efforts to find an appropriate ways for its suppression.

As a negative phenomenon, terrorism is a subject of response both on the national and international levels, where attempts are made to unify a front to oppose this socially unacceptable phenomenon. This requires a high degree of mobilization of all social forces in its suppression. Organized approach to its opposition is particularly significant, through professional and thorough implementation of anti-terror procedures, with special emphasis on those means of opposition that were until recently out of focus or without legal basis for the implementation, but which can achieve outstanding results. In that sense, infiltration methods have special significance, as sole methods whose implementation from "within" could reach the very top of the organization. In this case, the use of undercover investigator is especially important.

Starting with the actuality of terrorism as a phenomenon, the paper highlights the problem of universal definition of terrorism, and points to its origin and development, types and forms of manifestation, efforts of the international community in its suppression, as well as the importance of engaging the undercover investigator in the detecting, preventing and proving the acts of terrorism. Methodology of selection, preparation and "insertion" of the undercover investigator into a terrorist organization is particularly emphasized.

Key words: *terrorism, endangerment, undercover investigator, special investigative methods.*