

## S U M M A R I E S

### Place and Role of the People's Republic of China in Defining the Security of the Asia-Pacific Region

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Milan Konjikovac

Global security environment may presently be viewed as an irreversible process of economic globalization and creation of multipolar world. Co-existence of the cold war with potential trouble spots (the Korean Peninsula, Taiwan), and of political suspiciousness with economic co-operation (China–USA, China–Japan), historical conflicts being interwoven with the current ones (China–Japan, Korea–Japan), as well as the existence of traditional threats with asymmetrical ones, all are actually a summary overview of security challenges of the Asia-Pacific Region. Because of the existing distrust among the great powers, the necessary full regional integration will take a long time.

The military strategy of the People's Republic of China is an active defense strategy, meaning that China does not start aggression and wars, but includes active measures for the defense of national sovereignty and territorial integrity. The Government of the People's Republic of China is committed to continue to follow the road of peace, development and co-operation, which are in the interest of both China and the region, what essentially and historically differs from former powers on the rise. Also, they take efforts to change the modality of economic development according to which the former orientation to the development of GDP will give way to the economic efficiency, product quality, environmental protection, creation of safe social network, and technological innovations.

The response of the great powers to the accelerated positioning of the People's Republic of China as a global power will have a great impact on the internal development of the People's Republic of China and its "exterior" behavior. The international community rightly expects the People's Republic of China to take greater responsibility on the international scene, but Beijing expects the support and the assistance to be two-way.

*Key words: strategic importance, stability, dynamism, complexity, co-operation and dialogue*

### Iran – a Bridge between Civilizations or a Generator of Global Instability

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Milovan Subotić

The paper aims to analyze the circumstances in the Islamic Republic of Iran, which is, in the fourth decade of its existence (and thirty-three years after the Islamic Revolution), still in the spotlight of the world politics. Through recollection of conditions that enabled the creation of this unique republican and theocratic project, its foundation, and the "export" capacity of the Revolution, the paper analyzes the present moment in the context of the new constellation of powers after the American intervention in Iraq, as well as the growing security risks, which are largely generated by speculations about the Iranian activities around uranium enrichment, not believed to be intended for civilian use, and points out

the exclusivity of the security issue in the context of Israeli-Iranian crisis. The author concludes that the resolution of the Iranian-Israeli crisis using the hard-power tools by the leading Western countries could lead to even greater instability and significantly reduce the chances for permanent establishment of peace both in regional and in global context.

*Key words: Iran, USA, crisis, political Islam, Shiites, instability*

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## On the Integration of Muslims Immigrants in EU Countries

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Zoran Milošević

The paper discusses a new immigration and integration policy towards Muslim population in the leading countries of the European Union, since the former policy of multiculturalism suffered a collapse. The main problem with Muslims is that they have not integrated in political, economic and legal system of the European Union states, but they have, through ghettoization, continued to live according to their Islamic cultural, political and economic patterns, which often included also the radicalization of religious thought through propaganda policy for conducting jihad (war against unbelievers), including also the use of terrorism. Furthermore, ghettos started to expand, pushing out domestic population, and ever more frequently opinions were heard that these purely Muslim territories should be getting the political autonomy and live according to sharia laws. This was a sign for alert in the leading countries of the European Union, which resulted in the change of the immigration policy, as well as the integration policy. A range of measures applied is diverse, and some cities have even put a ban on the entry of Muslim immigrants (under the pretext that they have no money in their budgets to sustain poor immigrants).

That new policy of integrating Muslims in the system of values of the European Union, i.e. the leading countries of this globalistic structure, is based on the state's intervention in the religious education of young Muslims, in such a way that the state creates programs and hires loyal teachers to teach the young in the "European Islam", with different methods: through the use of classical school rules to the new rules, such as comic books. The second method includes Muslim children's education in Roman Catholic elementary and secondary schools, where they are not taught Islamic religion but Christian. The third method is the use of media, especially television, where they popularize former Muslim men and women who converted to Christianity.

*Key words: identity, Muslims, multiculturalism, assimilation, policy, European Union*

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## European Union Strategy for Debt Crisis Resolution in Eurozone Countries

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Slobodan Đurović, Milan Đurović and Jelena Đurović

The European Union was established on 7 February 1992, with signing of the Treaty of Maastricht and the treaties under which the European Community, namely the former European Coal and Steel Community, and the European Atomic Energy Community were integrated. The idea of uniting Europe within a joint political and institutional framework is very old, and the elements of a political, administrative and cultural union can be traced back to the Roman Empire.

After World War Two, political conditions were changed and the greatest number of West European countries definitely opted for democracy and the idea of fraternity and solidarity between nations. This created a possibility to implement the idea of integration and establishment of the European Union.

On January 1, 1999, the European Monetary Union (EMU) introduced euro as the official currency, and thus the discontinuation of the existence of national currencies eliminated any risk in foreign exchange transactions within the European Union and brought great savings because national currencies were no longer converted.

The European Union has a population of about 500 millions and 27 member states, among which only 17 use euro as national currency, and this community of countries is called eurozone. It is known that the economic development within the European Union is uneven, because on one side there is Germany, which had more than 2 trillion euros of trade with foreign countries in 2011, and on the other side there are Greece, Bulgaria, Romania, Spain, Portugal, Ireland, and Italy, which have extremely great debt problems in their respective countries.

Lately, Germany with its allies offer certain solutions for the maintenance of the eurozone, which lead to the creation of the Alliance of European States, with greater powers of decision-making, as well as greater responsibilities of the member states. France suggests that Union bonds are issued within the eurozone, which would resolve the issue of debt crisis for a certain time. Germany disagrees with this suggestion, because it would cause a great loss to its economy.

World economic crisis has lasted for years already, and most economic analysts relate its beginning with great purchase of real estates in the USA, because banks approved high-risk loans with low debt service capacity to persons who were not able afterwards to meet their debt service obligations.

*Key words: European Union, euro, eurozone, debt crisis, world economic crisis*

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## Application of Standards and Norms in the Nutrition of Soldiers of Countries in the Region

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*Ivica B. Marjanović and Branislav V. Jakić*

This paper is a brief overview of the standards that apply within the NATO alliance, and their relationship with the international ISO system. The seven basic AQAP standards are the basis of norms that are applied and used in all military organizations of NATO member countries.

In 1969, NATO issued publications under a common name of AQAP (Allied Quality Assurance Publication), which regulate the area of the quality of military products and services procured to the military by its internal and external suppliers, and in 1993, NATO adopted a new set of norms complying with the requirements of ISO series 9000.

This paper presents a system of norms and quality standards according to which the meals are prepared in the NATO alliance. This system of standards has been adopted also by our neighbors, in the Republic of Croatia, as the first military norm of the system of quality – HRVN. The paper explains in detail the composition and requirements of this system for the preparation of individual meals for survival, individual meals for emergency situations, as well as individual combat meals.

*Key words: NATO, ISO, HRVN, AQAP, system of quality*

## Influence of Globalization and Transition on the State Sovereignty and Security of the Republic of Serbia

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Mirjana Jovanović

The main world problems in the area of law, economy, and environmental protection, such as pollution or the problem of hunger and poverty, are present as issues that go beyond the borders of just one state. In such circumstances, it is almost impossible to define a national interest beyond interests of the rest of the world, beyond the destiny of the entire mankind. Any action we make in our own local environment, our own close community, is reflected on the entire planet. Globalization trends and very fast development of leading world powers have proved in practice that the idea of statehood and a national state, as well as its sovereignty, has significantly changed. It has affected also the notions of law, legality, legitimacy, as well as the whole system of values that are the heritage of the contemporary world, such as: justice, fairness, equality.

Key words: *globalization, transition, modern state, statehood, sovereignty, security*

## Legal Nature and Constitutionality of the Constitutional Law for Implementation of the Constitution

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Mladen R. Tišma

In his paper the author discusses whether, considering the former domestic and comparative constitutional practice and theory in general, it is at all possible to give a notion of constitutional law; he analyzes specific features of constitutional laws for the implementation of the Constitution and, proceeding from the doctrine according to which constitutional provisions may also be a subject of normative control, he discusses whether and to which extent constitutional judicial control of constitutional laws for the implementation of the Constitution is possible, in view of, apart from the doctrine, former domestic and comparative judicial practice. Based on the above, the author further discusses the Constitutional Law for Implementation of the Constitution of the Republic of Serbia of 2006, concluding that this is not a constitutional document *stricto sensu*, and consequently this document should be subjected to an evaluation as regards its constitutionality.

Key words: *constitutional law for the implementation of the Constitution, Constitution, constitutional law, constitutional judicial control, rule of law, hierarchy of legal documents*

## Institutional Mechanisms for Controlling the Funding of Political Activities in the Party System

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Zoran Milosavljević and Jovan Krstić

Corruption in politics is rated as one of the five global priorities to be dealt with by every society that wants progress and uninterrupted economic growth and social development. Our transition mechanisms have not sufficiently taken into consideration the principles

of organization of the State Regulator. According to this concept the state is responsible for the management, while the civil society has taken over the functions of providing services and entrepreneurship, and recently deregulation is also expanded. Theoretical models of stable democracies vary in their dealings with citizens and other subjects of law. In Serbia, this concept is inconsistently implemented. The newly formed agencies, and even the Anti-Corruption Agency, have started their regulatory function but are inconsistent in their full implementation. This is evident from the fact that not only coordination but also the chief auditor in the fight against corruption is insufficiently effective. Lack of transparency in the political activity funding process leads to the rise of non-institutional power of political parties, resulting in illegal and unconstitutional influence on the work of the public sector. There is a correspondence between the degree of threat to the society due to corruption and due to, for example, an armed rebellion. The essence of the threat and the degree of severity of attacks is the same. The society is attacked by various means, but with the same goal: to overmaster the society. The issue of corruption in a society (of course in the national party system) is the matter of the existence of competitive illegal activities of political parties in the party system. Activities of deregulation agencies for the fight against corruption coincide with those of intelligence and security structures, and consequently their responsibilities and tasks performed are in some ways overlapping. Do we have a criminal policy or a crime policy? In the process of funding the activities of political parties the method of "black box" will be applied, wherein all the possible impacts and finance flow (the decision-making process remains dark), and, as a by-product, certain indications (indicators) flow out of it in the form of policy options that are involved in the process of illegal political decisions. Partocracy leads back to the autocratic past, and distorted at that. *One leader – one nation* is no longer the principle of the political party system, but *more leaders and more options*, which in terms of the described "partocracy" lead to a potential conflict. In this partocracy system, leaders are followed by their party supporters, who take along with them the part of people ideologically committed to them. Agreements and payments made in the "black box", in some "Balkan tavern" where someone turned the light off, may either be "successfully completed" or end up in a civil conflict.

*Key words: party system, funding of politics, the perception of corruption, lack of transparency*

## Political Changes and Their Impact on Security and Strategic Concepts of Defense

*Miroslav Mladenović and Zoran Jeftić*

The term politics, from its origin until nowadays, has been closely related to coercion and effects of coercion. The first rulers were finding support in a belief in the divine nature of power, but since, in time, this belief faded, the solution was found in physical superiority of rulers. The development of politics as an activity by which a community can be governed instrumentally, conditioned its closer linkage to force. Politics was sometimes identified with force, and sometimes politics was using force as an instrument for taming the bullying by others. Undoubtedly, the man is a rational and instinctive being. Monopolization of bullying within political activity made it possible to place the force, depending on the circumstances, into the service of one or the other attribute of human nature.

Integration processes in political, economic, military and other areas, significantly contributed to changing the role of a national state in its formerly inviolable spheres, even in those elements that are considered classic attributes of the state as an institution (sovereignty, in-

dependence, monetary policy, defense, state power legitimacy, etc). Does this power, which is "taken away" from the national state, go away, through integrative processes with other international subjects, to some distant power and alienated centers, or does it, on the contrary, enter the corpus of political activity that strengthens its overall position? Without immersing into more profound analysis about what is closer to the truth, it is a fact that through integrative processes a number of "state" activities is transferred to joint institutions. In the spirit of this paper, the most important institutions are those which decide about organization, preparing, functioning, and using of the state (interstate) power.

Strategic solutions concerning these matters, are a part of domestic and intergovernmental policy. They are products of a great number of internal and external factors, starting from economic and institutional, to social and cultural-traditional, and to international.

*Key words: politics, strategy, security, concept of defense, globalization*

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## Separatism – Strongpoint of Albanian Extremism

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Goran Becić

During the two last centuries, one of unavoidable topics worldwide was the Balkans, crisis area that has always been susceptible to different influences of great powers that have skillfully exploited disagreements of national states and strived to satisfy their own interests, supporting exclusively one side.

Explicit territorial claims of some national communities in the Balkans towards neighboring countries contributed to the rise of separatism, Albanian in particular, often inducing crises, as well as ethnic and national conflicts in this region.

The main cause of separatism and conflict of interests in the Balkan Peninsula lies in its geostrategic and geopolitical location – throughout the history this has never been an organized, stable and united geopolitical region.

Albanian separatism in the Balkans, as any other separatism, calls for careful consideration of external and internal factors that, by the end of the last century, led to armed conflicts, and today they provoke ethnic hatred and intolerance, as well as possible ethnic conflicts.

*Key words: separatism, secessionism, extremism, West Balkans, terrorism*

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## Abuse of Cyber Space as Means of Mass Communication

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Nenad Putnik and Milan Mijiković

Security threats to information systems may be grouped into certain types. The classification may be done according to the way of threat posing, namely techniques and instruments used for their implementation, as classification criteria. In the former research of the cyber security area, security threats in cyber space are most often identified with cyber attacks of technical type (attacks based on the use of malicious programs – malware, and attacks aimed to obstruct the services – distributed denial of service) and those attacks in cyber space which are based on the deception of other users of cyber space and the abuse of their trust (social engineering and phishing).

Apart from different types of cyber attacks, which definitely represent one form of abuse of cyber space, specific abuse of this space as regards its function as a means of mass communication is also evident. In this sense, the category of cyber space security threats includes, besides the two above-mentioned aspects of cyber attacks, also "the abuse of cyber space as a

means of mass communication”, as a special type of threats, in view of their destructive capability against individuals and the society as a whole. The paper presents detailed classification of security threats in cyber space, and the emphasis is put on the identification, classification and description of those phenomena that can be subsumed under a subcategory of “the abuse of cyber space as a means of mass communication”. In this sense, events of cyber space abuse for information warfare and support of terrorism are described and explained in detail.

*Key words: information systems, cyber space, threat, information warfare, cyber operations, propaganda, terrorism*

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## Corruption in Defense Systems – an Insight in Comparative Practice

*Marko Savković*

This paper aims to draw attention to prevailing forms and exponents of corruption in defense systems, and, based on an insight in the practice of developed democracies, to discuss whether the following methods of its prevention in the context of Serbia are applicable: anti-corruption plans, integrity plans and pacts, ethical codes, self-evaluation, inclusion of civil society organizations through expert consultations, and the co-operation with the economy sector in writing of so-called compliance programs.

*Key words: corruption, defense, risk, method, prevention*

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## Civil Defense of the Republic of Serbia

*Branko Babić*

The matter of the population’s security is a first-class concern of any state; it is relevant in any period of time, any system, and any sphere of human activity. How safe and secure we are nowadays and how prepared the organized forces of the society are to help those affected by natural disasters, technical and technological accidents, and any other dangers, could be best seen in early-February of 2012, when a cold winter wave put in danger over 70,000 inhabitants of the country, resulted in the collapse of the society functions and imposed a serious issue to the government of whether the state is ready and capable to respond in extreme and emergency situations.

Urgent situations daily take many lives, destroy and degrade the environment, and cause great material damage and losses. The risk of disasters is present in any society, and the necessity imposed upon the state is to organize an efficient system of defense that will be capable of responding to all challenges, risks and threats to the population, and to material and cultural property. The civil defense system, involving the protection and rescue of population of the Republic of Serbia, started to be created with the adoption of the National Security Strategy, the Defense Strategy, and the Law on Emergencies in 2009. It is now going through the phase of creation, and has deficiencies and weaknesses of its own, which are eliminated through by-laws in the area of emergencies. Civil defense, as one of four pillars of the defense system, is the most organized force of the society, which can provide all necessary help and assistance to the population in need and preserve the environment, and the material and cultural property.

*Key words: defense system, civil defense, natural disasters, emergencies, security*

## Knowledge of Social Sciences and Humanities Required of Officers of the Army of Serbia for Participation in International Missions

*Ilija Kajtez, Dragan Gostović and Borislav D. Grozdić*

It is indisputable that we live in an era of globalization, leading to the creation of "world society". It is an objective planetary process of ever denser network of individual societies' connectivity and mutuality and the creation of a unified "world system", which rises (1) on the waves of technical and technological revolution and the creation of global economy; (2) on the wings of cultural and information revolution (cosmopolitan culture...); and (3) on the network of supranational regional and world institutions (Security Council of OUN, IMF, International Bank for Reconstruction and Development, World Trade Organization, G-8, European Union), as important forms of global management. Globalization involves almost all areas of individual, collective, and general human existence. It is not associated only with politics, but also to science, economy, technology, culture, defense, religion, entertainment, media. "It is a phenomenon that affects our everyday life, leading to redefinition of personal and intimate aspects of life and building new determinants of personal and social identity." The contemporary world society is in ever tighter sharing of fate, success, rises, but also risks, conflicts and planetary threats.

The Army of Serbia has its own clearly regulated missions, tasks, duties, and social obligations. According to the law, "the Army of Serbia is an organized armed force that defends the country against external armed threats and performs other missions and tasks in accordance with the Constitution, law and principles of international law regulating the use of force." Also, it is the main entity of defense system. *Defense Strategy of the Republic of Serbia* elaborates missions and tasks of the Army of Serbia and determines that its missions are, apart from the defense of the country, the participation in building and maintenance of peace in the region and in the world, and the support of civilian authorities in countering the security threats

Of special relevance for this paper is the mission of the Army of Serbia concerning the strengthening of peace in the region and in the world, which is implemented by its participation in multinational operations under the auspices of the United Nations and the European Union. The participation of the Army of Serbia and other defense forces in multinational operations, in compliance with law, is an attribute of our country's responsibility for world peace. This is also our contribution to the development of stable security environment, as a prerequisite of the development and prosperity of both the country and the defense system. For the participation in multinational operations, special forces of the Army of Serbia and the defense system will be declared, and prepared in the country and abroad.

Since the security function is ever more including civilian structures and shifting from national to international perspective, joint involvement of representatives of different institutions and countries is a suitable framework for intense intercultural contact. In contrast to the cooperativeness implied by intercultural contact in the fight against international organized crime and terrorism, in facing the asymmetrical threats, multinational peace support operations, joint training and exercises, building capacities and procedures, assistance in natural disasters and accidents, co-operation within the Euro-Atlantic and wider framework of collective defense, the intercultural contact, however, exists also in the antagonistic relation towards an adversary or enemy.



This paper raises many questions and seeks the best answers of how the Military Academy and the military education system should most efficiently prepare the members of the Army of Serbia for peacekeeping missions in the region and worldwide. *White Book of Defense of the Republic of Serbia* states the following on the military education system: "The military education system of the Republic of Serbia successfully supplies the projected requirements of the defense system of the Republic of Serbia with the personnel of appropriate profile. It is an efficient and rational system in compliance with standards and principles of the education of military professionals of the countries participating in the Partnership for Peace program and with the requests of common European zone of higher education, namely the standards and principles of Bologna declaration."

In accordance with the title, the paper deals more closely with necessary knowledge in sociology, economy, political system, foreign languages, military history, defense rights, military ethics, rhetoric, military psychology, and military andragogy, which is required of our soldiers to be able to represent in the best possible way both the Army of Serbia and the Republic of Serbia in international peacekeeping and humanitarian missions in collaboration with armed forces of other countries under the mandate of the United Nations and the European Union.

We are aware of that the time to come demands from all of us a meaningful action, lot of work, zeal, and decisive steps. A new way of viewing the contemporary world requires positive legal, life and organizational solutions, but primarily the change in inherited consciousness, because the world is undergoing rapid and unstoppable change. Knowledge of social sciences and humanities may contribute a lot to this major mission of the Army of Serbia and our country to creatively include in the globalization of the world that has no mercy and regard for those societies, peoples and armies that do not find their appropriate place in the complex world community, where understanding, tolerance and co-operation rule, but also exclusive interests, desires and aspirations of great world states and regional centers of power.

Social sciences and humanities are neither opponent nor rival to anybody in the military education system and military training; on the contrary, they are loyal partner in strong, functional and professional building of working, moral and bright personality of our officers in all required knowledge and necessary skills in order for them to be always ready and capable to meet major challenges of the contemporary world. Knowledge help us all, and absence of knowledge helps only our adversaries.

*Key words: the Army of Serbia, missions and tasks, multinational operations, intercultural contact, cultural identity, Military Academy, social sciences and humanities*

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## Application of Multi-Criteria (Multi-Objective) Analysis in the Planning, Programming, Budgeting and Execution Process in the Army of Serbia – Analytic Hierachy Process (AHP)

Robert Kordik

**D**ecision-making in the Army of Serbia, even when it is the matter of the planning, programming, budgeting and execution (PPBE) process, is mainly based on the multi-criteria/multi-objective analysis, and is often of a collective type:

many factors are taken into consideration, and a number of interest groups or interested parties participate in the decision-making process. These factors are most often mutually opposed, therefore in conflict. How are all these criteria, differing preferences and opposed interests to be reconciled? Is there an optimum solution or, more exactly, a single best solution? It is evident, however, that each participant in the decision making has his/her own best solution! What is possible in such situations is to find the best middle ground solution (a compromise). In order for this to be the best (compromise) solution, and while searching for it, methods of support for this type of decision making, so-called "methods of multi-criteria decision making", have been developed over the last five-six decades. Problems differ from each other. Generally, they are classified in two groups: 1) multi-attribute decision making, and 2) multi-objective decision making. The main difference between these problem groups is in that the first problems are involved in the selection of the best alternative out of the set of available alternatives, and the second group are problems of planning. Application of the analytic hierarchy process (AHP) in the planning, programming, budgeting and execution process in the Army of Serbia, and in the defense system as a whole, is one of possible solutions for both groups of the problems.

*Key words: planning, programming, budgeting and execution, program management, multi-criteria (multi-objective) analysis and decision making, AHP*

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## Range of Applications of Cost-Benefit Analysis of Projects in the Defense System of the Republic of Serbia

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*Marija Lj. Todorović, Marko M. Mihić and Slavoljub Ristić*

Projects in the public sector produce, apart from the effects by which the set objectives are achieved, a range of indirect, network and non-measurable effects, which are often of great importance for the project evaluation. This especially applies to the projects in the defense system considering that the most frequent effects of launching the new initiatives are: armed forces reform, i.e. redefinition of the purpose and tasks of all of their components; different forms of international security co-operation and integration; introduction of financial management and control in the defense system, etc. These projects produce, apart from direct and material effects, also a range of indirect and non-material effects, such as increased safety level; possibility of signing the international agreements; security capacities strengthening; prevention of damage and losses, etc. It is exactly due to these effects and benefits brought to the entire society that the projects in the defense system are considered justified and worthwhile. Additionally, these effects are much broader than the organization in which they are implemented. The paper presents the principles and the manner of application of the cost-benefit analysis, as a confirmed way of looking at all costs and benefits that a specific project may involve as regards the wider social community. In addition to the analysis of direct and material costs and benefits, the cost-benefit analysis makes it possible to determine indirect costs and benefits and to include those into the economic price of the project, considering that they may represent important effects of the project, where only with their correct identification and estimate, a realistic evaluation of the project may be obtained. The paper points to typical projects in the defense system of the Republic of Serbia and the range of applications of this analysis in their preparation and evaluation.

*Key words: defense system, projects, cost-benefit analysis, the military*

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## Analysis and Proposal of a New Method of Short-Term Work Planning in the Army of Serbia

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*Dragomir Đurić and Rade Rnjaković*

The paper discusses the function of work planning as one of basic process functions of commanding and leadership. Proceeding from the current condition of work planning, characterized by unarranged normative sphere and discontinuity between long-term, mid-term and short-term planning, a new model of short-term work planning is proposed.

The proposed model represents at the same time a new approach and metodologically arranged algorithm in the work planning process and, as such, it might be a model for rearranging the area of work planning in the defense system as a whole.

Since the model may have two variants (the first, based on the parallel process of planning, programming, budgeting and execution, and annual work planning; and the second, introduction of "administrative planning cycle", which would include all relevant factors that guide and limit the work planning), the paper discusses the advantages and deficiencies of both variants and the management of resources necessary for the application of either variant.

*Key words: model, planning, short-term planning, the Army of Serbia*

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## Increasing the Urban Quality of Towns in Serbia through Conversion of Military Facilities/Complexes

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*Zoran Papić, Bogdan Lukić and Maja Krga*

Due to urbanization and expanding of towns, most of the existing military facilities got to be located at the outskirts of or inside the towns, resulting in difficult functioning of the military complexes and performance of urban functions. Based on an analysis of requirements and programs of the defense system development, most of the existing military complexes, in Serbian towns, are not prospective for the purposes of the defense system functioning, or are conditionally prospective. The conditionally prospective military complexes are those which are located within the town premises, and therefore should be vacated, namely relocated by constructing a new complex, or provided accommodation for in the existing prospective complexes.

Current conversion of military facilities and complexes located in Serbian towns partly makes it possible to activate a significant urban resource, recognized in the developed facilities, communal and other infrastructure, and equipped or unequipped building land. Some military facilities and complexes may be directly included to serve the life of the town through health care, school, preschool, social, cultural, scientific, sports, recreational, hotel, catering, tourist, communal, and other activities. A broad range of uses of the complexes makes it possible to return a part of urban comfort to towns in Serbia, which was lost because the urban and long-term values in urban development were abandoned and/or replaced by pragmatic interests and investment needs.

*Key words: urban quality, conversion of military facilities and complexes, urban values, urban development, towns in Serbia*

## Religious Service Activities in the Army of Serbia

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Stevica S. Karapandžin

The paper discusses the matters relevant for performing the religious service activities in the Army of Serbia, defined by the Regulation on the Religious Service Activities in the Army of Serbia. One of obligations that derives from the Regulation involves more detailed arrangement of conditions for carrying out these activities, which will be done in the near future after the admission of the first group of candidates for chaplains and/or religious servants as professional military members, and their involvement in the activity. The author suggests one of possible ways of regulating this matter within the framework of the model elaborated in the Regulation. Bearing in mind that the religious service activities are divided into *liturgical (liturgies and religious rituals)* and *other religious activities*, and that in the Army of Serbia liturgies and religious rituals can be performed exclusively according to autonomous regulations of traditional churches and religious communities, the paper briefly describes the only possible ways of their classification and the conditions under which they would be carried out. More detailed arrangement of *other religious activities* is a more complex issue, because a creative approach is needed to devise and regulate them within a completely new (religious) function of the defense system, recently prescribed by the Minister of Defense. Accordingly, the author explains in more details one of possible ways of arranging the *other religious activities*, as an innovation in the defense system of the Republic of Serbia, which will be performed by chaplains and/or religious servants functioning as staff officers. The organization of these activities will be a special challenge and represent a future development process.

Key words: *religious service, liturgies, religious rituals, chaplains, religious servants, commanders*

## Possibilities for Promoting the Marketing Activities of Defense Industry of the Republic of Serbia in the Global Market of Armament and Military Equipment

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Nenad Perić and Aleksandar Lijaković

Defense industry of the Republic of Serbia is an industrial branch that, as regards the number of employees, possesses one of the most significant export potential not only in the industry but also in the entire economy of the country. One of the main reasons for this situation is the fact that the export of armament, military equipment and services in the area of defense technologies recorded a significant rise during the last decade in spite of major difficulties affecting the country's economy on the whole during the last twenty plus years; bad political position and image of the Republic of Serbia in world public opinion; world economic crisis over the last few years; as well as considerable physical damage caused by NATO bombing, one of the main strategic goal of which was exactly the destruction of defense industry. The annual level of exports over the above-mentioned period was increased from a few tens in the beginning up to a few hundreds of millions of US dollars by the end of the decade. Contracted and performed

sales of goods and services are the scope of the activities of Serbian defense industry companies in narrow sense (six companies with state-owned majority capital), institutions of the Ministry of Defense, as well as other Serbian industry companies, integrated by Jugoimport SDPR as a system-integrator, responsible for the organization of the complex weapon systems development and production.

*Key words: defense industry, sales, promotion, marketing, Jugoimport-SDPR, branding*

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## Leader's Efficiency of Communication

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*Marija S. Simendić and Ljubomir Đ. Barović*

**A**n analysis of a leader's place, position and role identifies numerous elements of key relevance for this position. It is, primarily, a response to changes, because a leader has to respond to changes in the environment adequately and in short time. Then, there are followers, his influence on them and the goal to be achieved. Essentially, the leadership requires the ability to influence the behavior of others. The task of any leader is to organize the work, issue explicit instructions, give constructive criticism, show interest in people. In order to fulfill these tasks and achieve the goal, the leader needs to know how to communicate with the group he leads, to know not only to speak but also to listen to others, and not to become himself a bottleneck in communication.

Successful communication implies a dialogue, an exchange between persons involved. The quality of communication, as well as a likelihood of a conflict, is affected by the behavior of all parties in the relationship. The communication includes mental abilities, attitudes, views, experience, values and communication skills of all participants. Although the exchange of thoughts, ideas and views is everyday reality of any man, the leader needs to make additional effort in order to be really understood and for him to understand others, because the efficiency of the entire group depends on the quality of communication with personnel.

*Key words: communication, leader, active listening, collective climate, misunderstandings in communication*

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## War and Propaganda – Historical Overview, Examples and Analyses

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*Radenko Šćekić*

**T**his paper deals with psychological-propaganda war, the origins of which can be traced back to ancient times, but it has especially gained importance in recent history and represents one of the most powerful and most current aspects of almost any kind of war activities. The paper gives a historical overview of different aspects of psychological war activities, emphasizing war propaganda as the most frequently used component of psychological war. War, as an extended policy but implemented with different means, is a field of action of diverse propaganda methods and techniques.

*Key words: psychological war, special war, war propaganda*

## Application of the Content (of Documents) Analysis in Study of Archival Material

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*Milivoje Pajović*

The paper describes the application of the method of content (of documents) analysis in the study of archival material during all phases of the research process. The document content analysis as a independent empirical and theoretical (operational) method characteristic for its own logical rules, defined epistemological element, and developed operational-technical part. This paper describes its independence, as compared to other supporting methods or techniques of research, and accentuates its broad capacity of application in the communications analysis, with an aim to encourage primarily the professional public to make concrete use of this method capacity in everyday practice. This concerns numerous institutions where the analytical work need to be shifted from non-scientific to scientific level of methodical practice, such as in the departments of the Ministry of Defense, the Ministries of Interior and Foreign Affairs, the Ministries of Finance, Justice, and Regional Development, security services, etc.

*Key words: method of content analysis, archival material, document*

## Postgraduate Advanced Training of the Military Geodetic Service Personnel since World War Two to the Present

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*Saša T. Bakrač, Stevan Radojčić and Sava Anđelić*

Postgraduate advanced training in the military geodetic service has a long tradition. So far, 77 employees, mainly the officer's corps members, have got a specialist's, master's, and doctor's degrees.

The research included three periods: from 1945 to 1979, from 1980 to 1995, and from 1996 to 2012. The paper provides a chronological overview of defended dissertations, master's and doctoral theses, with critical review and analysis of each respective period. On the basis of the analysis, it can be concluded that a permanent process of either institutional or personal engagement does not exist.

It is unlikely that in the future the interest of candidates for the postgraduate advanced training will tend to be the same as in the former periods. The analysis suggests that in the future this form of advanced training will for the most part be conditioned by quality and quantity, but also by institutional and personal commitment of the current and future personnel.

*Key words: postgraduate advanced training, geodetic service, master's degree studies, doctor's degree studies, specialist studies, Military Geography Institute*