

S U M M A R I E S

Appliment of Project Management in Serbian Armed Forces

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This paper presents a short overview of the development of project management and some methodologies of project management which are used in the world and in our country. This paper also analyzes the type and characteristics of the projects and equipment that are used in the Army of Serbia and possibilities of application of the presented methodologies for managing projects and operations in the Serbian Army.

Key words: project management, armed forces, operation, strategy

Project Management – Interaction of Theory and Practice

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Project management is based on dialectic principle, it is developing on interaction between theory and practice. Intention to realize the project resulted with creation the series of procedures, processes and tools and through the method of theoretic abstraction they turned to principles and standards. Unprejudiced external factors involved on project management, by their reversible influence on theoretic abstraction must be stressed. Project management performs one dynamic structure which is realized, changed and upgraded during realization of every proposed project and shows retroactive influence on the theoretic field of management.

Key words: project management, theory and practice, processes, tools, standard

Operations of Serbian Armed Forces – Object of Project Management

Vojislav Đorđević

Operations of the Armed Forces of Serbia are, by their nature, organizational systems that manifest themselves as socio-technical organizations in specific social conditions. They also exhibit themselves as means of achieving – reaching – the preservation of social interests and goals.

For its importance, role and functions, the Serbian Armed Forces (SAF) operations are an important element of management, as a science and skills about activities of management of affairs, efforts and social systems for more effective achievement of common goals.

As an organizational and functional subsystem of society – security system – defense, and according to their physiognomy as a unique non-combat and combat attempts of the SAF, operations are relatively independent actions – processes – operations – effects – combat effects which are designed with an aim and which make unique content of project management.

Key words: operation, Serbian Armed Forces, object, project, project management

Project Management and Military Operations Modeling

Miroslav Talić, Mile Jelić and Rade Slavković

Using the scientific defining criteria, operatic could be defined as one of the orthodox sciences of defense, which deals with the military combat (non-combat) operations on one hand, and the practice of preparing and conducting operations (military doctrinal approach) on the other. Experience points to the other practical models of solving operational tasks - operations. In the military when the problem in the operation should be solved and its course directed widely accepted concepts of management have been applied and in different operations different management concepts are used. Management functions- prediction, organization, command, coordination and control are commonly used in conventional military operations.

In the modern operations neoclassical and modern management approaches are better suited (e.g., systemic, situational approach ...), that realize the importance of studying the interconnectedness of planning, organizing, leading and control.

In the postmodern operations the following project management functions are being increasingly used: setting goals, planning, organization, conducting and control.

This approach is based on the fact that in dealing with contemporary issues of security and defense by military actions and operations, each operation "is tailored by its measures", i.e. its organization is re-designed (shaped) and its resolution system created and which requires very specific skills and competencies of the management and organization as a whole.

Accordingly, the modern approach of solving operational problems and tasks in operations integrates concepts, principles, techniques, and knowledge from other scientific areas and management approaches, such as project management.

As military operation in the contemporary conditions is always out of routine undertaking, a new project, and it is performed under conditions of limited resources, operatic needs to use an eclectic knowledge of management science and, hence, project management, in order to optimize the planning and management of military operations. In this way, effective and efficient implementation of specific activities is ensured in progress, or in some phases of the operation in accordance with the Doctrine of operations of Serbian Armed Forces.

Key words: project management, military operations modeling, operatic model

Project Management and Logistic Support of Military Operations

Novica Conić and Milan Mladenović

Choosing and making the right decision for the decision-making bodies, at any level of decision-making, represents the highest degree of competence and knowledge necessary for the execution of a given operation. Good preparation facilitate the performance of an operation, and for this reason it is important to possess the necessary knowledge and procedures when planning the logistic support of a mission. This decision should be conveyed to the subordinate bodies and units and the utmost importance should be placed on the quality of logistics documentation as sources of information. Defining the necessary documentation and their content greatly facilitates the work of these bodies and expedites the transmission of information to the subordinate units.

Key words: logistic support, planning, documents

Force Employment Modeling in Operations

Vangel Milkovski

Operational planning guidance (Planning and Development Department GS SAF, 901-3, 8th February, later in the text: Guidance) brought many changes when it comes to the general approach to planning the operations. The basis for developing this document was the set similar documents of NATO and US Army: Guidance for operational planning NATO and FM 5-0 Army Planning and Orders Production.

In the Guidance there is a new term, „operational model“, along with its elements. Dilemmas and debates about its practical value have been present ever since it was created, and the attitudes of those who take part in this debate are diverse, there are some participants who think that the process of operational planning should be re-examined and the possibility of its application in our theory and practice should be analyzed, while on the other hand there are some who absolutely support this new approach to planning the operations. Such opposed attitudes and debates are the result of the lack of wider theoretical explanation of the genesis and value of this new approach to planning.

In the Guidance and the Planning doctrine of the SAF there is not a detailed explanation of relations and connections in the operational planning process. Moreover, opposite to the existing Guidance, the Planning doctrine and the draft of Operational planning and the work of commands in the SAF Guidance from 2012 approach to defining key segments in the process of operational planning in a different way. In these documents there is a new term „force employment modeling“and the elements of operational model are explained in details and classified.

The term „force employment modeling“ represents a process within the operational planning process and whose task is to improve the operational planning process. It is based on critical, creative and systematic thinking and it takes into consideration the complex reality surrounding the armed forces when realizing their tasks and missions.

Key words: *modeling, power, operations, operating model*

Organization of Work in the Command Post and Military Decision Making Process During the Operations

Vojislav Krstović, Rade Slavković and Velimir Kevac

Command post (CP) is a space or an object where command staff is deployed in order to plan, prepare and conduct operations. Work organization in the command post is conditioned by the assigned mission and tasks, as well as the goals to be achieved in the operation. Command structure and the work organization in the command post are defined by the rules and regulations as well as the standard operational procedures (SOPs) at different command levels. According to the tenets of the Serbian Armed Forces (SAF) organization, especially the tenet of modular organization, and the tenets of using SAF, it is necessary to define proper organizational structure for the temporary command compositions that will plan and conduct the operations.

Functional work organization within the command post allows efficient execution of operational planning and military decision making process (MDMP) under complex and changeable conditions of a contemporary operational environment.

Due to diversity of forces that are engaged in the operations, the paper will focus on the functional organization of the command post of the temporary command compositions and the way it works in the MDMP during the operations.

Key words: *command post, temporary compositions, military decision making process, operation*

Plan and Concept of Military Operations

Mičo Suvajac and Mitar Kovač

Operation plans are product of operational planning process. Their are based on approved concepts of operations and represent detail development of cencepts. On strategical level their consist of an operational plans with annexses and supplements and is produced for every concrete operation. On operational and tactical level their are represented through operational order with annexses, supplements and tables with diferent parameters.

Development of an operational model is ilimportant input for further elaboration of concept of operation. Concept, through phase of plan elaboration, is developed in plan of operation. He is defining purpose of an operation, phases and activities, but all so expressing center of gravity and ways to achiove goals.

Key words: *operation plan, concept of operation, operational model*

Designing of Military Operations

Milorad Vidaković and Mitar Kovač

Abstract: Designing of military operations is a part of preparations phase of Military Operations Project in which, based on received (perceived) task and systematic consideration of all influencing factors, objectives, and methods of execution, duration, participants, and resources are determined in, in order to achieve the set goals. It can be equated with the term, Planning of military operations, which is a common phrase that covers that kind of process in preparation for execution of military operations. The purpose of Designing is making a Military Operations Plan, by which the commander clearly and unequivocally express its intent on how to perform the tasks assigned by superiors. It is been implementing through the established procedures, which are, basically, necessary steps to work. Basically, there is no significant differences between designing of military operations and designing of any other civilian enterprise.

Key words: designing, military operations, operations plan, operational planning

Characteristics and Problems of Artillery – Rocket Support Forces Use in Combat Operations

Zoran Knežević and Rade Slavković

New operational environment imposes the need to upgrade defense science in the area of preparation and execution of combat operations. Artillery-missile support represents a significant part of combat activities as fire support to forces engaged in combat operations in order to achieve the desired end state.

Permanent demands for more rationality and economy in engaging power of artillery-missile support in combat operations, point to the limited availability of human and material resources. Moreover, there is permanent demand for powerful and efficient fire support, as an important prerequisite for the successful conduct of combat operations. How to align and meet the needs of the artillery-missile support in existing conditions is a fundamental question to be resolved in the process of operational planning for force engagement.

Theoretical basis and experiences in use of force for artillery-missile support in the combat operations indicate problems that need to be considered in the process of force engagement. In this paper specifics and problems of force preparation for artillery-missile support will be elaborated, as well as organizing and grouping specifics of artillery-missile units and characteristics and problems in the execution of tasks in modern combat operations.

Key words: artillery-missile support, combat operation, artillery

Projection of Military Operations

Rade Slavković, Miroslav Talijan and Mile Jelić

Projections of military operations in Serbian Armed Forces (SAF) is achieved through command and leadership functions (management) in the process of operational planning. Planning of a military operation includes defining missions, goals and actions that need to be performed in order to accomplish the mission. The planning requires making prediction and decisions – a choice between the alternative future courses of action. Therefore the planning ensures a rational approach to realization of the previously defined goals. In order to achieve this, organization function finds the most appropriate procedures, methods, organizational structures and performs preparations for realization of that what is defined in the plans. However, plans for operations itself do not have any effects if they do not come to initiation. That is achieved by command function (ordering, tasks assigning) where tasks are assigned to participants in operation realization and the process of operation realization is initiated. With coordination function different activities of the elements during operation realization are synchronized. The function of control in the operation includes analysis and potential correction of performance so that the mission would be completed.

Key words: operations, project, planning, organization, command, coordination, control

Project Management of the Intelligence in the Operations

Mića Miladinović, Pavle Varga and Rade Slavković

In order to complete a complex project such as an operation, it is necessary to ensure that all combat and / or non-combat activities are arranged in an organized cycle, to be carried out in the direction of the stated objective (wished end state). For the successful execution of the Serbian Armed Forces (SAF) operations, among other conditions, it is necessary to provide timely and accurate information of adversary-enemy (threat), battlefield and weather conditions, which is one of the most important tasks of the intelligence in SAF operation. Also, the timeliness and quality of the task implementation of the Intelligence, is **significant contribution** to the **success operations**.

The concept of project management in the Intelligence during operations of SAF will allow the necessary organization, planning, management and control exercised by the proper engagement of the Intelligence resources and coordination of the intelligence activities necessary to accomplish the project in the most efficient manner.

Key words: project management, operations, project, intelligence

Documentary Records in Operations

Samed Karović, Mile Jelić and Miloš Gajić

The paper describes the operation from the perspective of terminology and understanding of the operation as a project that is being realized in the context of Serbian Armed Forces tasks in different missions. A special aspect is given on the documentation, which follows the realization of the operation, as a precondition in the process of carrying out the decisions made to perform the operation.

The paper also underlines the importance and significance of studying the operations and the documents, which are necessary in such processes and the formulation of a comprehensive and uniform approach to the development of certain types of operation plans and orders, which follow the entire process. This represents an important issue of efficiency and effectiveness of the process itself of the Armed Forces operations.

In those circumstances, it should be especially noticed the size and type of documents that should be produced, their implementation and the reality of their usage, i.e. applicability as the basis for the successful ending of any kind of SAF operations.

Key words: operations, document, operational plan, operational orders, efficiency, effectiveness