

S U M M A R I E S

Development of unipolarity and multipolarity in new age

Biljana Stojković

This paper focuses on analyzing geopolitical changes at the beginning of the 21st century and their effect on the strategic context of contemporary asymmetric threats. Therefore, the distinction between unipolarity and multipolarity as the concepts that are taken into consideration when assessing the modern security environment is emphasized and concrete asymmetric forms of security threats such as religious and national extremism, terrorism, organized crime, migration, etc. are presented. Bearing in mind that the mentioned challenges, risks and threats to security are manifested at the global, regional and national level, the paper reviews strategic responses and concrete measures undertaken by the United Nations, the European Union, national armed forces and civil society. Based on this, the conclusion is drawn that implementation of the concept of integral security at the national level, as well as security cooperation at the international level – contributes to gaining a comprehensive approach to this contemporary problem with the best outcomes.

Key words: geopolitics, strategy, unipolarity, multipolarity, security, threat

Sensitivity of the role of the military in the fight against modern terrorism

Dragan Jevtić, Željko Pajović and Aleksandar Dumić

Obviously, the fight against global terrorism will take a long time and be tough. Being a part of the security system of a country, the military plays a significant role in fight against this phenomenon. In the circumstances of certain political and social conditions in the society, the use of the military could have negative effects on future internal political relations and exercise of rights and freedoms of citizens in that society. The military could have an impact on conflict escalation in this fight, as well as encourage the creation of new terrorists while playing its role. This paper aims to critically examine the effects and consequences related to sensitivity of the role of the military, and thus its use in contemporary fight against terrorism.

Key words: role of the military, terrorism, fight, rebellion, freedom

The impact of the armed forces on the Arab Spring

Emir Šabanić

Throughout the Middle East and North Africa - Tunisia, Egypt, Libya, Syria, Yemen and Bahrain have experienced social and political changes during the uprising that provoked the Arab Spring. One of the main reasons for changing regime is the behavior and action of the armed forces during this revolution. Therefore, this paper will focus on the complexity and comparative analysis of civil-military relations, as well as the issues of cause and effect variations in military behavior, and it will examine to what extent such behavior may attempt to retain, replace or remove the authoritarian regime. The results and outcome in these countries that have been affected by the Arab Spring movement vary due to the unique state system and the role of the political and military leadership. Thus, the paper will largely reflect on the historical significance of statesmen who ruled their own country for a certain period of time. The determining role of the state and military leadership against protesters varies depending on a country. The situation in which some of the countries affected by the Arab Spring have found themselves nowadays has been analyzed in the paper, apodictically, with a realistic view of the civil-military relation and its final results.

Key words: Arab Spring, revolution, armed forces, security

Intelligence and security institutions and the national security of Israel

Boriša Lečić

The subject of the analysis of this paper is the research of the intelligence and security system of Israel in the context of the historical development and geopolitical position of this state and the complex political and security situation in the region of the Middle East. The current security situation in the region, and especially in the immediate environment, has dictated the appropriate organizational and functional structure of the Israeli intelligence and security system, which has been dialectically modified to new political and security challenges and risks.

The history of the Jewish people has shown that the formation of the national and independent state of Israel until these days is accompanied by numerous open problems, endangering factors that are manifested through various forms of organized violence, wars, terrorism, etc. In the context of the continuous struggle for the survival of the Israeli state and nation, intelligence activities, which are the cornerstone in the process of providing intelligence information that defines the national security strategy of Israel, national interests and foreign policy priorities, have significant and perhaps the key place.

The focus of the paper is on the structure and function of the Israeli intelligence and security system in correlation with the internal and external security of this country.

Key words: Israel, intelligence and security system, intelligence services, national security

Civil protection in Bosnia and Herzegovina through the prism of the institutional theory of organization

Željko Zorić and Žarko Ćulibrk

The main topic of this paper is civil protection in Bosnia and Herzegovina, viewed through the prism of the institutional theory of the organization. In the development of the paper, the literature review method, method of content analysis and comparative analysis methods have been mainly used. The definition of civil protection, as well as its brief history, has been presented. Moreover, the role of the institutional theory of the organization in the formation of civil protection system has been explained. The objective of this paper is to show how important the role of civil protection in the functioning of society is, and how important the different theoretical approaches are in its determination.

Key words: civil protection, civil protection in Bosnia and Herzegovina, institutional theory of organization, organization of civil protection in Bosnia and Herzegovina

Geopolitical elements in strategic documents in the field of security and defense of the Republic of Serbia

Ana Paraušić, Filip Stojanović

The National Security Strategy of the Republic of Serbia and the Defense Strategy of the Republic of Serbia are the most important strategic documents providing guidelines for creating security and defense policy in order to protect national interests. The objective of this paper is to identify potential geopolitical dimensions of the national security and defense system by analyzing these strategic documents. Thus, four groups of problems with geopolitical elements can be discussed. These are: relations with neighboring countries, relations with the great powers, the issue of Kosovo and Metohija, participation in international operations and potential membership of Serbia in NATO. These challenges have been primarily considered in relation to the main efforts of the Republic of Serbia in the future, especially when it comes to the continuation of European integration and membership in the European Union.

Serbia, as the state in transition, is at the crossroads of the interests of the great powers, which in conditions of multipolarity and unpredictability of events can be particularly challenging for its national security.

Key words: Republic of Serbia, national security strategy, defense strategy, geopolitics, great powers, regional security, security integration

Basics and security system in the National Security Strategy

Stanimir Đukić

The term "security" has changed its meaning throughout history. Nowadays there are many definitions of this term, which depend on the context in which it is used. In political sciences, particularly a science of international relations, security is one of the key concepts. This paper defines the concept of security, that is its different understanding (problem approach), as well as modern comprehension. Moreover, the protective function of the state and security are considered as an attribute and function of the state. The classification of security, as well as the theory of the security system, have also been considered by analyzing the theory of security and the concept and elements of the security system. Each system, including the security system, is characterized by its efficiency. Each country forms several large systems, subsystems and microsystems. There are vertical and horizontal links between them, through which they function as a global state and social system. In addition, the security system in the National Security Strategy of the Republic of Serbia has been analyzed, that is, the National Security Strategy has been defined as the main political and security document that reflects foreign and internal security policy, its determination to achieve and maintain national security of the state in the broadest sense of the term by its own security system built on the national potential and in cooperation with other systems and international security organizations.

Key words: security, security basics, country, social system, security system, subjects of security system, national security, national security strategy

Crises – readiness of state, local community and citizens

Vladimir M. Cvetković

The paper presents the results of a quantitative survey of the perception of the readiness of state administration and local governments, households and citizens to react in crises caused by floods in the Republic of Serbia. Starting from the theory of readiness as the framework for explaining the way in which the community changes with regard to the implementation of certain preventive measures, the impact of certain demographic, socio-economic and psychological characteristics of citizens on their perception of the readiness of the mentioned subjects of the protection and rescue system is examined. The objective of quantitative research is the scientific explanation of the impact of these factors on the perception of readiness.

Starting from the empirically not tested state of perception of the readiness of the protection and rescue system for reaction, this paper has the scientific and social significance. Furthermore, research results can be used to improve the readiness of such system.

Key words: security, crises, readiness, system, state authorities, local governments, households, citizens, Serbia, quantitative survey

Identity – from individual to supranational

Radenko Mutavdžić

The interest of international relations theories and security studies for identity, the process of its constitution, the impact on security practices and the relationship between identity and security, has grown rapidly since 1980s, especially after the end of the Cold War. Security is one of the key factors for establishing and understanding identity, from individual to national, and it forms the basis for creation and definition of supranational identity.

The long history of search for the purpose of identity has placed the individual in the focus of attention and their struggle with all the forces that have endangered a stable self and self-identity, which has the continuity and biography of rather certain future. In traditional societies, the individual had no (self) reflexive perception of himself/herself and the environment that they later have nowadays in modern society. The Renaissance begins the transformation of the identity of the modern era, and the rationalistic approach and the separation of social thought from the dogmatic discipline of religion link identity to a person, the desirable ability of self-reflexive observation and change according to personal preferences, social circumstances and achieving consent in building social relationships. Here is the beginning of the new humanism and the birthplace of liberal democracies.

A modern man and a modern state have since remained in the foundation of a social theory that approaches collective identity primarily politically, starting from the relationship of power. Therefore, the consideration of identity in this paper, from individual to supranational, is mainly the consideration of the definition and understanding of political and security communities in relation to other actors - from the individual to wider collectivities in the international system.

Key words: identity, security, security community, globalization, fragmentation

Private military and security companies – legal, moral and social implications

Nenad Milošević and Jadranko Jukić

Since the beginning of the original community, people have changed what they possess for what they lack. Since the supply of services emerged, the "capability" as a commodity has become competitive on the market. The rich and powerful paid the capability, that is they have used other people's services for any purpose. Warfare capabilities have found their organized and paid implementation among the first services. In the ancient times, leaders increased their military power by mercenaries. At the beginning, independent mercenaries were hired, and later the whole groups of such individuals, which quickly grew into organized mercenary military units. Nowadays they have become modern, efficient and highly profitable companies by the process of social evolution of such unit or association.

According to statistics, about 70% of the human population lives in a conflict environment, and about 526,000 people die annually due to armed violence. The increase in insecurity, the need for protection of goods, mistrust in state institutions, the growth of urbanization and the fear of crime and terror further boost the development of the activity of private military and security companies. However, if we analyze the method of their engagement, the consequences and impact on the environment in which they are engaged, it can be concluded that there is a lot of space for the improvement of the legislative norms that regulate their activities.

Key words: *private military companies, security, mercenary, security trade*

Strategic planning of cyber defense – towards more adequate legal framework and new concept of risk, challenge and threat assessment

Nenad Putnik, Mladen Milošević and Milica Bošković

The assessment of security risks, challenges and threats is the first step in developing strategic documents in the field of security and defense. The Republic of Serbia does not still have a defined cyber defense strategy and the adequate legal framework for its planning and implementation. When developing strategic and normative documents, it is important to take into account the specifics of cyber space and cyber weapons. The principles and legality that are applied in the physical world are generally different from those in the cyber world. This second, virtual world, is characterized by insecurity and coincidence as the important features. This results in difficulties related to the inability to reach an adequate level of certainty necessary for making strategic decisions in terms of behavior predictability and functioning of the entities in cyberspace including cyber weapons.

The paper describes eight principles of cyber warfare, which were established in 2001 by Parks and Duggan. In addition, taking into account the results of research conducted by relevant authors on the importance of the exponential law for the analysis, approximation and prediction of events in the virtual world, we felt it was justified to promote this law in a separate, ninth cyber warfare principle. The guidelines for the development of strategic documents are also important when defining the adequate legal framework, which should take into account the specifics of cyber world and cyber weapons in order to enable efficient and economical implementation of strategic objectives in this area. This paper presents a proposal for the redefinition of certain legal solutions and points to the ambiguity, incompleteness, inaccuracy and contradiction of certain provisions of positive legislation, indicating the possibilities of *de lege ferenda*.

Key words: *cyber defense, strategic planning, legal framework, cyber warfare, risk assessment*

Theoretical and practical aspects of operational framework in operations planning

Vojislav Krstović, Branislav Drobac, Marko Marković and Srđan Lazić

The military doctrine has been developed as a system of doctrine based on the Doctrine of the Serbian Armed Forces. The documents of a lower hierarchical level have an organizational character (service doctrines and rules of units) and a functional character (doctrines from J-1 to J-9 and documents derived from them to the level of various guides). The Doctrine of the Serbian Armed Forces is the basis for all doctrinal documents of a lower hierarchical level, and this basis follows the Doctrine of Operations as the main document at the first level of doctrinal documents.

Experiences from the implementation of doctrinal documents in practice indicate that in the system of adopted doctrine there are inconsistencies and contradictory attitudes on the same issues, which are particularly manifested in the process of operational planning of military operations.

The operational framework represents a significant content of the operational planning process and it includes the organization of forces in space and time in relation to one's own and the enemy intentions, and for practical reasons it is considered at an operational and tactical level of the operational planning process.

This paper considers the impact of the operational environment on the operational framework, the theoretical and practical aspect of the operational framework and elements of the operational framework by comparative method and method of analysis of the contents of doctrinal documents.

Key words: operations planning, operational environment, operational framework, elements of operational framework

Theoretical and practical aspects of operational model in operational planning process

Zoran Knežević, Sibir Dinčić, Aleksandar Milićević, Vladan Milosavljević and Zoran Racić

Operational planning has been introduced in the Serbian Armed Forces in order to enhance the work of commands and units on decision-making and reaching the required level of interoperability with contemporary armed forces of partner countries. Experiences from the implementation of the Doctrine of Operations, service doctrines and the Guide for Operational Planning and Work of the Serbian Armed Forces Commands point to the existence of problems that have an adverse effect on the work of staffs in operational planning. Problems are reflected in the insufficient theoretical development of certain contents of doctrinal documents, their inaccuracy or inconsistency.

An operational model, as a way of presenting the conceptual idea of a commander for execution of operations, is an important part of operational planning. The Guide for Operational Planning and Work of the Serbian Armed Forces Commands is to a certain extent general and it does not provide precise theoretical guidelines for definition and development of the operational model. The analysis of the theoretical provisions of the operational model presented in this paper is in the function of defining the problem and finding solutions for their overcoming.

Key words: operational planning, operational model, elements of operational model

Specifics of intelligence operation in counterterrorism and counterinsurgency

Dragan G Živković

The military doctrine studies, inter alia, antisabotage and antiterrorist activities. When it comes to operations, counterinsurgency and counterterrorism are also considered. However, there is the lack of a part related to counterinsurgency and its definition and content.

This paper deals with the main definition, classification and forces and means of counterterrorism and counterinsurgency and their interconnectedness. What is particularly important in these specific actions is to collect data in the function of monitoring situation, preventing and combating terrorist and rebel forces. All these data that are necessary for decision-making system on how to react, risk analysis, engagement of forces, initiation of cooperation, etc. can be obtained only by a well-designed, top-level planned, organized, coordinated and controlled intelligence operation. Therefore, the focus of this paper are the specifics of the intelligence operation in counterterrorism and counterinsurgency, the contents of its execution, the strength, means and methods of operation.

What is particularly emphasized in the paper is the character of this intelligence operation, which has three manifestations: in the period until the outbreak of terrorism, that is insurgency, during these actions and after the situation is settled. It also describes the contents of intelligence and operational work, the manner and scope of engagement of people, forces and resources in an intelligence operation in counterinsurgency and counterterrorism.

Key words: terrorism, counterterrorism, insurgency, counterinsurgency, intelligence operation

Use of short range air defense artillery missile units in Kosovo and Metohija in 1998 and during NATO aggression in 1999

Goran Radovanović, Dragan Trifunović, Jovica Savić and Radomir Lukić

The dissolution of SFRY began in 1991 by the method of armed secession of the Republic of Slovenia and Croatia with the support and assistance of foreign states. Contrary to the international law, the borders of the republics became overnight the borders of sovereign states.

NATO bombed the Republic of Srpska (code name Operation *Deliberate Force*) from 30th August to 20th September 1995. It was the first military action of the alliance in Europe after World War II. Air Defense artillery missile units of the Armed Forces of the Republic of Srpska operated on targets in airspace and on that occasion two F-16 jets and one "Mirage" 2000K were shot down.

The civil war and the wave of secession with the newly emerging states from Slovenia, Croatia and Bosnia and Herzegovina slowly approached Serbia.

Key words: dissolution of SFRY, Kosovo and Metohija, NATO aggression, air defense artillery missile units, rebellion, verification mission

Quality and environmental management in military organizations

Branimir Vulević and Anja Božović

Leadership in organizations involves the use of a wide range of knowledge, skills and virtues. In military organizations, as non-profit organizations, the skill of a leader cannot be measured by gained profit if it is viewed by material profit. However, if training process is considered to be similar to production process, and training of personnel and reaching the level required by standards as the ultimate goal, that is a final product, from which the amount of gained profit would largely depend on in profitable organizations, then quality and environmental management systems play the key role.

The paper will explain management and management systems, then quality management and requirements of the ISO 9000 series standards, customers and stakeholders of organization and their relationship with organization and environmental management system (EMS), which can serve as the basis for successful functioning of a military organization. Furthermore, the importance of preventive and corrective approach will be mentioned.

Key words: quality, management, quality management, environment, military organization

Elements for the Serbian Armed Forces employees evaluation

Milan D. Milanović and Ranko L. Lojić

Determining the universal factors that affect the assessment of job performance, that is the elements constituting a job is a very complex action and it represents the first step towards the unique assessment of job performance in an organization. In order to create a unique solution, it has been suggested that the criteria should consist of the elements which have a universal character and provide the evaluation of all tasks in the Serbian Armed Forces. Performance assessment elements are defined in such a way that they describe each of the defined criteria in

more detail and represent an integral part. It is possible to nominally determine each of the criteria within job, and thus evaluate each task in the Serbian Armed Forces by assigning a certain value to each of the elements. The essence of the proposed model is that it can be applied to the work of all employees, which also allows determining the relative value of each job in the Serbian Armed Forces or its individual part.

Key words: assessment of job performance, performance assessment elements, elements of performance assessment criteria, Serbian Armed Forces employees

Consideration of an adequate theoretical-epistemological approach in hybrid warfare phenomenon research

Milinko S. Vračar

The characteristics of warfare, as a complex social phenomenon, are determined by the impact of different factors. However, they are conditioned to a great extent by the applied concepts of warfare of conflicting sides. They represent the idea of how to lead warfare and they can include various methods, tactics, activities, means, forces, etc. The implementation of conceptual ideas in practice results in a concrete way of waging warfare, which definitely determines the characteristics of each individual conflict. Thus, war practice suggests that contemporary conflicts, especially the ones after the Cold War, are significantly different from the previous ones, where the massive use of military power dominated. This suggests that the characteristics of contemporary conflicts are significantly determined by the characteristics of new concepts of warfare on which they are based. Thus, scientific consideration and explanation of new concepts and contemporary forms of warfare is inseparable. An essential characteristic of "hybrid warfare" and similar concepts such as asymmetric or irregular, is contained in the fact that the role of armed struggle is minimized in relation to other non-military contents of warfare. This establishes a new criterion for scientific classification of warfare into contemporary and classical one. However, the minimized role of armed struggle within new concepts problematizes the essence of warfare and implementation of the current classical theory of warfare in consideration and determination of contemporary conflicts. The occurrence of theoretical problems necessarily raises the issue of the adequate choice of theoretical-epistemological approach in research of the phenomenon of "hybrid warfare" and modern warfare. By analyzing ontological and epistemological views of various approaches in this paper, it is concluded that the interpretative approach is the most adequate in this respect.

Key words: hybrid warfare, modern warfare, armed struggle, theory of warfare, theoretical-epistemological approach

The use of cyberspace in the context of hybrid warfare

Dejan V. Vuletić

Multipolarity and the change of the geopolitical map of the world, as well as the strengthening of the military capabilities of individual states, have influenced the limitation of the implementation of the military factor in carrying out the set goals of foreign policy by states as subjects of international relations. Such a situation in the international community has led to the fact that achieving interests is not primarily carried out by the use of armed force. In the modern world, the military option of solving a problem becomes "less and less attractive", and sometimes too risky. Certain states use other, unconventional ways (such as hybrid warfare) to achieve their own objectives and interests. Activities in cyberspace in the context of hybrid warfare are important.

Key words: hybrid warfare, cyberspace, cyber warfare

Psychological warfare in the area of social information media – the aspect of hybrid warfare

Dejan M. Vučinić

In recent years, the actuality of the term and concept of hybrid warfare does not abate in the professional military and political public. Although the concept of hybrid warfare still has an unclear and imprecisely defined meaning, it could be said that the content of the term is closely related to the terms of information and psychological warfare. At the beginning of the 21st century, the information space evolved and thereby offered possibilities for conducting war activities. Social media have become a new battlefield in which not only state and social factors are involved, but also numerous informal groups and individuals. In the socio-information media space, the main means of warfare are psychological activities and operations. There is an attempt to achieve a number of general hybrid warfare objectives, which are primarily focused on avoiding the occurrence or minimizing the duration of a regular (militarized) way of waging warfare by the use of psychological techniques. The field of social media has become a platform for a variety of psychological activities and processes of forced, misleading, alienating and defensive character. In addition to well-known techniques of propaganda and persuasion, social media have rendered an opportunity to develop a new approach to manipulation known as social engineering. Social engineering, although primarily designed for "war between organizations", has a special place and role in the process of hybrid warfare. It can be concluded that psychological warfare has a central role in the concept of hybrid warfare, and the reasons for this claim should be sought in the set goals and individual characteristics of the new concept of warfare, and also in the nature of social media.

Key words: hybrid warfare, information warfare, psychological warfare, social media, social engineering

Storage and distribution of food in emergencies

Mihajlo Ranisavljević and Zoran Vudragović

Thanks to media development, interaction in everyday life between observers and events has been created. This relationship is particularly emphasized when it comes to emergencies that arise as a result of natural and other disasters in any part of the world. It is well known that working ability and health of people, which can be disturbed by emergencies, depend on adequate and high-quality nutrition. In such cases, good nutrition is especially important when population is exposed to great efforts, and the food should compensate for the energy consumed and when, due to improper diet, various illnesses can arise.

Nowadays, every society invests great efforts to properly organize food stores and timely distribute food to the place of preparation and distribution during an emergency. The paper outlines general conditions of facilities for food preparation and storage. Furthermore, it is explained under which conditions alternative facilities will be used for these purposes, the organization of food storage in warehouses, and the procedures that have to be implemented.

Food provision, storage and distribution in emergencies should be the activities of particular importance for population and the society as a whole, and it is necessary to establish the main prerequisite for proper functioning of these activities by legal and other regulations.

The Ministry of Defense and the Serbian Armed Forces are one of the largest institutional consumers of food in the country, and thus special importance and attention is given to food storage and organization of distribution.

Key words: emergency, storage, distribution, food

Water supply in the Serbian Armed Forces – planning and execution

Srđan Novaković, Srbojub Nikolić and Kristina Pantić

Water supply is the function of quartermaster service (general logistics), which is conducted through the organization of the activities of administrative and executive authorities. The planned use of water sources and water supply facilities in the territory provides timely and continuous supply of necessary water quantity that is required for mission execution.

The problem of optimal allocation of resources for purification and distribution of water is addressed by timely planning. The information basis for its provision in terms of quantity, quality and deadlines is established. It is determined who, what, when, where, how and why should do something in the upcoming period.

Key words: water supply, quartermaster service, planning, brigade, battalion

Serbian debts and World War I financing

Snežana Lj. Krstić, Anja P. Gligić Savić and Jovana P. Gligić Dumonjić

During 1912 and 1913 the Kingdom of Serbia led two wars, and from the end of 1915 its entire territory was occupied. Therefore, Serbia had to use foreign funds and external loans to finance military expenditure, as it started to be much greater, and budget revenues were no longer enough for the state budget.

Key words: national debt, National Bank of Kingdom of Serbia, World War I

Identification of stakeholders – methods and approaches

Duško R. Jovanović, Nikola J. Milenković and Bojan M. Dumonjić

In contemporary business conditions, identification of stakeholders appears as a necessity. This paper explains the concept of a stakeholder, an entity that is gaining increasing importance for an organization. Moreover, the methods and approaches developed for the purpose of identifying stakeholders, as well as management system integration that respects identification of stakeholders and their requirements are listed.

Key words: stakeholder, identification, integrated management system

High-quality corporate reporting – a prerequisite for effective management

Milenko Dželetović and Stevan Milovanović

The main thesis of this paper is that high-quality corporate reporting is necessary to improve corporate governance. In new, modern business conditions, with strong dynamic changes in social and business environment, modern corporate companies, that is their management bodies obtain new features, adapting to new demands and challenges. In this sense, new demanding business conditions require continuous improvement of corporate governance potential, and especially information support through high-quality corporate reporting. In essence, high-quality corporate reporting should be in the function of "revitalizing" the OECD principles of corporate governance. Financial reports should truly express income and financial position of a corporate company with the features of "assets custodian" and "custodian of trust" in corporate governance. Legislative and regulatory bodies all over the world are involved in this process of improving corporate reporting in various ways, through giving instructions, guidelines, models and directives. Serbia is waiting for harmonization with the EU and implementation of the most important requirements from the EU directives.

Key words: corporate reporting, corporate governance, corporate company, integrated reporting, OECD principles of corporate governance, financial reporting, nonfinancial reporting

Characteristic aspects of control as process management function

Maja S. Cogoljević, Marko D. Andrejić and Anja P. Gligić Savić

A higher degree of complexity of the environment in which a company operates increases the need for control. In such circumstances, the uncertainty of future actions is expressed. Control enables efficient functioning of every organization by comparing the planned and accomplished. The control system has to be closely connected with the elements of the planning function in an organization, especially with strategic, operational and financial planning. Control as a process is required to continuously function because it determines the validity of the achieved output of the planning process. The main purpose of control is that, in accordance with the established, permitted or forbidden deviation from the plan, management intervention, through management function, activities are brought into the boundaries of a plan, starting from available forces and resources.

Кључне речи: *control, function process, principles, management*

Attachment to improvement of communication and business in logistical operations of system

Đurđijana Ilić, Marko Andrejić and Miljojko Janošević

The paper elaborates the purpose of the implementation of modern communication techniques available to managers, which represent a new social resource and a chance for good understanding of their competencies. In practice, one can often meet approaches to defining and creating competences framework that includes both behaviorism and technical aspects of business. Adapting to changes is the art of winning in the time of uncertainty. Information technology is the main link of all logistical chain processes and it enables continuous communication in real time. Therefore, it has become the essential tool that ensures an efficient flow of products, services and information through logistics system.

Key words: *information, communication, logistics, logistical performance, improved technical communications, company competitiveness*

Business process reengineering on a practical example

Mirjana Dunić

Reengineering basically represents the redesign of the entire business process in order to achieve greater efficiency. The implementation of reengineering implies radical changes in order to better meet the needs of potential consumers. The

implementation of reengineering is not only focused on profitable jobs, but also on all organizations. The advocates of the mentioned process are Michael Hammer and James Champy.

The main objective of reengineering is to carry out changes. However, in addition to the stated objective, it is necessary to implement a number of techniques and tools in order that changes can have the desired effect. Interestingly, this concept basically, first of all, determines which problems a company faces and what it should do, and later in what way. The global economic crisis has resulted in a series of consequences that require the implementation of reengineering, i.e. execution of strictly radical measures in business process of a company. Since the classic approaches of Hammer and Champy do not meet full radicality, greater attention is paid to the so-called reengineering of reengineering.

Key words: processes, reengineering, change, information technology, information retrieval, grouping, perceptual mapping, knowledge building

Strategic and legal aspects of the combat use of drones in the US counterterrorist operations

Željko Jović

The rapid increase in the use of armed drones in the first decade of the 21st century in launching air strikes against Al Qaeda and its related terrorist groups has enabled the US counterterrorist operations to have an unprecedented advantage over highly decentralized and fragmented terrorist networks. Terrorist organizations are not burdened with the rules and regulations of a sovereign state and its members can freely move across state borders, operate in different parts of the world, enabling them to plan, organize and execute objectives and tasks. A freedom of movement gives terrorist networks a significant advantage over sovereign states. Intensive technical and technological improvement of drones will enable a wider range of options in the US counterterrorist operations as a direct response to security threats by terrorist groups and they will diminish the strategic advantage of terrorist networks.

The combat use of drones enables the US military and intelligence community the ability to quickly and resolutely oppose terrorist networks globally, to effectively weaken and/or neutralize their development in key regions of the world, reduce their operational capabilities and prevent their free movement. The advancement of technology and tactics in the use of armed drones acts as a "multiplier of power" for the US military and intelligence community, enabling them to project significant military force in inhospitable parts of the world. The dedication of Bush and Obama administration to the combat use of drones against leaders and operational members of international terrorist groups has put their use in the forefront of counterterrorist operations, both tactically and strategically.

The US program on the use of drones raises very important questions in relation to international law and the US legal system. Discussions about its legitimacy have been

obstructed by Obama administration constant refusal to answer even the basic questions concerning the combat use of drones. The lack of transparency and inconsistency with the main principles of international law have made it impossible to evaluate effectiveness of the combat use of drones in neutralizing terrorist groups and their networks, as well as legal justification of the program. Unclear statements by the US officials on this program, with the absence of a clear state policy, lead to weakening of the basic principles of international law and fundamental human rights.

Key words: drone, counterterrorist operations, target neutralizing

National terrorism – close threat

Marko M. Krstić

Nowadays it is very difficult, almost impossible, to find out the causes of national terrorism. Terrorists often use state mistakes in cases where it is either too repressive or ineffective in order to gain greater support. Unlike conventional wisdom, the structural determinants of transnational and national terrorism are not necessarily synonymous. Due to the need to balance between effectiveness of the fight against terrorism and liberal acceptability, in most cases national terrorism represents a significant and serious threat to democratic states. The paper considers the dynamics and causes of national terrorism with particular reference to the interaction between terrorist organizations, state and society. The parallel and difference between national and international terrorism, which reduces the pattern of violence, is made and it shows that an individual is, in fact, the purpose of terrorism and the most suitable model for causal analysis.

Key words: national terrorism, state, individual, radicalization

Terrorism as a contemporary category of national criminal law

Ivana P. Bodrožić

In compliance with the tendencies expressed in the most important regional documents and comparative criminal justice systems, in accordance with the 2012 Law on Amendments and Additions to the Criminal Code, the Republic of Serbia rejects the previously accepted approach to the treatment of terrorism as a criminal offense from *Chapter XXVIII of the criminal offenses against constitutional order and security of Serbia* and transfers it to *Chapter XXXIV of the crimes against humanity and international law*, leaving at the same time narrow, and in contemporary conditions unacceptable, approach to distinguishing between the criminal offense of terrorism aimed at a national state and international terrorism.

The new approach to defining the criminal offenses of terrorism is characterized by three dominant features: the first, which deals with a single criminal justice offense of terrorism, regardless of its orientation against a national state, a foreign state or an

international organization, the second, which formally takes away the character of a political criminal offense from the criminal offense of terrorism by changing the chapter in which it is systematized within a special part of the Criminal Code and, the third, which introduces even five new offenses in accordance with the solutions accepted in international documents and comparative law.

The paper analyzes new criminal offenses from the subgroup of the criminal offenses of terrorism under *Chapter XXXIV of the crimes against humanity and international law*, which is the main task of the criminal law science in the field of special part of criminal law, as well as the assessment of the compatibility of the national corpus of criminal justice provisions with the relevant documents accepted at the level of the European Union, with an emphasis on the importance of harmonizing criminal justice solutions related to terrorism for its effective prevention and suppression. However, the focus is on the view that the criminal justice response in this area is justified and necessary, but only as *ultimate ratio* in the fight against terrorism, as one of the severe forms of crime.

Key words: criminal offense of terrorism, depoliticization of terrorism, new criminal offenses of terrorism in Criminal Code

Propaganda in Biblical books

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According to many researchers, the Bible is emphasized in the study of propaganda history as the first comprehensive concept of propaganda contained in the set of books. This paper presents propaganda literature contained in Biblical books. It encompasses the main theoretical points of view and illustrates propaganda techniques used in Biblical texts. Actually, the technique of direct and indirect propaganda, the technique of vertical and horizontal propaganda, the technique of transfer, the "shocking of the audience", the technique of reward and punishment, the technique of repetition of the content of a message, the propaganda action and the "brainwashing" technique in the Bible are joined in order to practice religion. This is how a very powerful propaganda tool has been formed, whose effect we witness today. The authors of the Bible have succeeded in presenting religion as the supreme virtue of Christianity in this set of books and thus provide double propaganda efficiency.

Key words: propaganda, Bible, concept of Biblical propaganda, propaganda techniques