

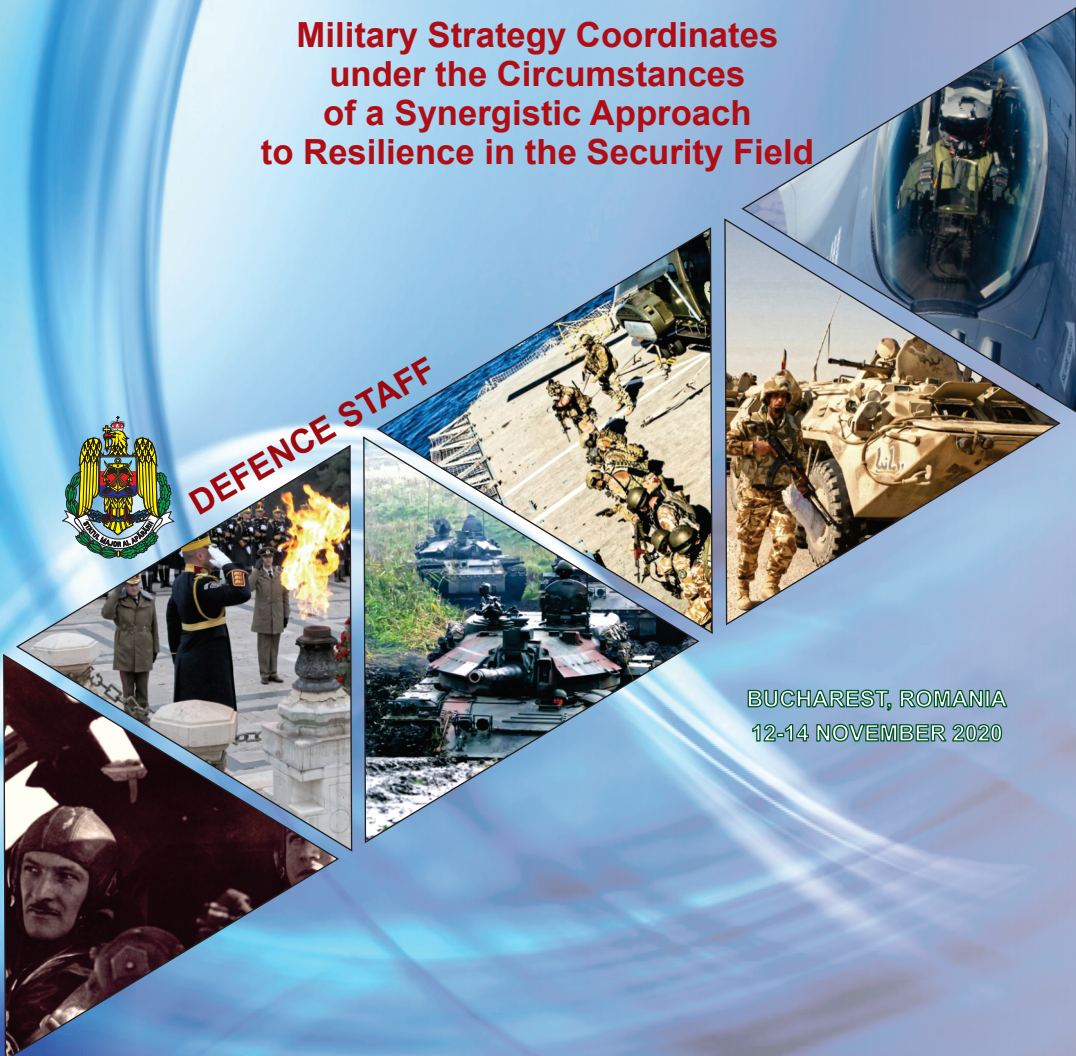


ROMANIAN MILITARY THINKING CONFERENCE GUIDE

**Military Strategy Coordinates
under the Circumstances
of a Synergistic Approach
to Resilience in the Security Field**



DEFENCE STAFF



BUCHAREST, ROMANIA
12-14 NOVEMBER 2020



NATO DEFENSE COLLEGE



NATO SCHOOL
Oberammergau



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DEFENCE STAFF

**ROMANIAN MILITARY THINKING
CONFERENCE**



**Military Strategy Coordinates
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of a Synergistic Approach to Resilience
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ROMANIAN MILITARY THINKING CONFERENCE GUIDE

Working Language: English

Format: - expert (academic and operational environment)

- level discussions;

- lectures delivered by contributors/guests

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SCHEDULE

THURSDAY, 12.11.2020

- 10.00-10.10 – Conference official opening ceremony – Chief of the Defence Staff
- 10.10-10.30 – Film release: The Romanian Armed Forces Role in COVID-19 Crisis Management
- 10.30-12.00 – Round-table discussions (online participation, online open access): Enhancing the Resilience of the National Defence System at Strategic Level – part I
- 12.20-14.00 – Round-table discussions (online participation, online open access): Enhancing the Resilience of the National Defence System at Strategic Level – part II
- 14.30-15.30 – GMR Awards Ceremony
- 16.00-18.00 – Round-table discussions (online participation, online open access): STRATCOM. Fake News and Information Warfare

FRIDAY, 13.11.2020

- 09.00-10.30 – Round-table discussions (Chatham House rules, online): The Relation between Economy and Military Strategy. National Defence Industry: Present and Future – part I
- 10.45-12.15 – Round-table discussions (Chatham House rules, online): The Relation between Economy and Military Strategy. National Defence Industry: Present and Future – part II
- 12.30-14.00 – Round-table discussions (Chatham House rules, online): Defence Resources Management and the Forces Mobilisation System in the 21st Century. Territorial Troops versus Professional Troops – part I

14.15-15.45 – Round-table discussions (Chatham House rules, online):
Defence Resources Management and the Forces
Mobilisation System in the 21st Century. Territorial Troops
versus Professional Troops – part II

SATURDAY, 14.11.2020

Presentation of scientific articles submitted for publication - online

11.00-13.00 **1. A Possible Strategy of NATO. From the Atlantic
(simultaneously) Dimension to the Global Dimension. The Role of the
European Union**

*Moderators: Col.Assoc.Prof. Cosmin OLARIU, PhD,
Col.Lect. Florian CÎRCIUMARU, PhD*

**2. Smart Power – A Strategic Model for the 21st
Century**

*Moderators: Lt.Col.Lect. Cristian ICHIMESCU, PhD,
Col.Lect. Dan-Lucian PETRESCU, PhD*

13.00-15.00 **3. STRATCOM. Fake News and Information Warfare**

*Moderators: Assoc.Prof. Ruxandra BULUC, PhD,
Lt.Col.Assoc.Prof. Ciprian PRIPOAE-ȘERBĂNESCU, PhD*

INTERNATIONAL SCIENTIFIC COMMITTEE

- Assoc. Prof. Harald GELL, PhD, Chairman of EU Military Erasmus Programme, Theresian Military Academy, Austria (expertise: military education and training)
- Assoc. Prof. Taner ALBAYRAK, PhD, PiriReis University, Istanbul, Turkey (expertise: maritime security, strategy and geopolitics at the Black Sea)
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- Scientific Researcher III Crăişor IONIȚĂ, PhD, Centre for Defence and Security Strategic Studies, „Carol I” National Defence University, Romania
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- c.c.s. Diana Cristiana LUPU

DTP and Graphic Design: Adelaida-Mihaela RADU

PANELS

▪ **Intelligence and Security**

- Consolidation of the national defence system resilience at strategic level;
- Smart Power – a strategic model for the 21st century;
- The place and role of the Military Strategy within the National Security Strategy of Romania 2020-2025;
- Military strategy at the level of NATO and the European Union;
- A possible NATO strategy: from the Atlantic to the global level, the role of the European Union

Round-table discussions:

- Consolidation of the national defence system resilience at strategic level.

▪ **Military Theory and Art**

- Strategic Communication/Fake news and Information Warfare;
- Military leadership in the Romanian Armed Forces: from the platoon level to the strategic one;
- Military power in the 21st century. Fundamentals of military strategy in the case of small and medium powers;
- Military actions in the 21st century. Influence of cyber operations;
- Influence of multi-domain operations on military strategy;
- Perspectives of modern war and armed combat;
- Fog on the first day of crisis/conflict/war/epidemic.

Round-table discussions:

- Strategic Communication/Fake news and Information Warfare.

▪ **Defence Resource Management**

- Military resources management in a time of pandemic;
- Military education: perspectives of adaptation to the new reality;
- Romanian Armed Forces development strategy in the 2020-2040 period;
- Strategy for the development of military mobility and of the logistical system in the Romanian Armed Forces;
- Development of capabilities for high manoeuvre in operations and for the engagement in asymmetrical operations.

Round-table discussion:

- The relation between economy and military strategy. National defence industry: present and future;
- Defence resources management and the forces mobilisation system in the 21st century. Territorial versus professional troops.

DETAILED PROGRAMME

DAY 1, THURSDAY, 12.11.2020

10.00-13.30

Round-table discussions 1: Consolidation of the National Defence System Resilience at Strategic Level

Moderator: Maj. Gen. Iulian BERDILĂ

Lt. Gen Daniel PETRESCU, Chief of the Defence Staff: *Conference opening*

Maj. Gen. Iulian BERDILĂ, Chief of Land Forces Staff: *Round-table introduction*

Mircea GEOANĂ, NATO Deputy Secretary General: *Address to the audience*

Iulian CHIFU, President, Centre for Conflict Prevention and Early Warning, Professor NSPSPA, NDU: *Strategic Resilience from Stability and Prevention to Proactive Action and Dynamic Adaptability*

Antonia COLIBĂȘANU, Senior Analyst, Geopolitical Futures, Senior Lecturer NSPSPA: *Resilience of the Alliances in the Eastern Europe Area*

Alexandru GRUMAZ, President, Centre for Security Analysis and Strategies/former Romanian Consul in Shanghai: *Hybrid Warfare and Resilience Strengthening in NATO Eastern Flank*

Sorin DUCARU, Director, EU Satellite Centre: *The Role of Geospatial Information in the Context of a Crisis in Terms of Strengthening Resilience at the EU Level*

Iulian FOTA, Managing Director, Romanian Diplomatic Institute: *TBD*

Col. Dan COLESNIUC, Security and Defence Expert, MoND: *Educational Interoperability at Strategic Level*

Col. Daniel GHIBA, Prorector for Scientific Research, “Carol I” National Defence University: *Continuous Adaptation to the Transformations in the Security Environment – Key to the National Defence System Consolidation*

Maj. Gen. (r.) Leonardo DINU, New Strategy Centre: *Strategic Resilience in the Context of Emergent Threats to National Security*

16.00-19.15

Round-table discussions 2: STRATCOM - Fake News and Information Warfare

Free access for the public by registration on the platform and online streaming on the website of MoND / Gândirea Militară Românească

Moderator: Col. Constantin SPÎNU, Chief of the Information and Public Relations Directorate, MoND

Dirk DUBOIS, Director, European Security and Defence College – ESDC: *TBD*

Col. Peeter TALI, Deputy Director of NATO STRATCOM Centre of Excellence, *TBD*

Alina BÂRGĂOANU, Dean, Faculty of Communication and Public Relations – National School for Political Studies and Public Administration (SNSPA): *Fake News: Influences and Manifestations in the Romanian and Regional Information Space*

Andrei ȚĂRNEA, Managing Director, Department for Communication and Public Diplomacy, Ministry of Foreign Affairs: *TBD*

Iulia ANGHEL, Lecturer, Faculty of Communication Sciences, Ecological University, Bucharest: *Discourse Democracy and Challenges of Fake News in Recent Romania*

Lt. Col. Ciprian PRIPOAE-ȘERBĂNESCU, Lecturer, “Carol I” National Defence University: *Strategic Communication in the Current Security Context*

Col. Mihail ANTON, Professor, “Carol I” National Defence University: *Strategic Communication in the Current Security Context*

Col. Valentin VASILE, Deputy Chief of the Information and Public Relations Directorate/ MoND: *TBD*

Lt. Col. Constantin BĂLAN, Head of the MoND Press Office: *Fake News Phenomenon: Influences and Manifestations in the Allied and Regional Information Space*

Col. Adrian LESENCIUC, Professor “Henri Coandă” Air Force Academy: *Fake News Phenomenon: Influences and Manifestations in the Allied and Regional Information Space*

Ruxandra BULUC, Senior Lecturer, “Carol I” National Defence University: *Fake News Phenomenon: Influences and Manifestations in the Allied and Regional Information Space/Strategic Communication in the Current Security Context*

Oana Popescu ZAMFIR, Director, Global Focus: *Fake News Phenomenon: Influences and Manifestations in the Allied and Regional Information Space*

DAY 2, FRIDAY, 13.11.2020

09.00-12.15

Round-table discussions 3: Economy-Military Strategy Relationship. National Defence Industry and the Armed Forces

Chatham House rules (access based on request and approval, by registration on the online platform)

Moderator: Maj. Gen. Corneliu POSTU

Simona COJOCARU, State Secretary, Minister of National Defence

Simona MOAGĂR-POLADIAN, Director, Institute for Global Economy, Romanian Academy: *Romania's Strategic Economic Development in the Current European and Global Context*

Lazăr COMĂNESCU, Senior Foreign Policy Adviser, Romanian Chamber of Commerce and Industry: *TBD*

Niculae IANCU, President I2DS2 (Integrated Intelligence, Defence and Security Solutions): *Towards a National Defence Research and Industry Community*

Viorel MANOLE, Executive Director, PATROMIL: *Advantages of a Real Partnership between National Defence Industry and National Defence System Forces Institutions*

Mihail Liviu COȘEREANU, Scientific Director, INCAS: *Interdependence between Innovation, Research, Development and Industry*

Grigore FILIP, Managing Director, AEROSTAR BACĂU: *Evolution of the Technologies Required by the Romanian Armed Forces, Determinant in the Aerostar Development. Case Study*

Vasile BOICU, Managing Director, ROMAERO: *National Defence and National Defence Industry – Economic and Strategic Considerations on Cooperation in Procurement Programmes*

Rear Adm. (LH) Ion-Cristian LIȘMAN, Deputy Chief for Resources of the Naval Forces Staff: *Challenges for the Naval Forces in the Current Economic and Geopolitical Context*

Gen. (r.) Gheorghe SAVU, Director, Damen Naval Romania: *Naval Industry Resilience in a Global Crisis Period*

Chief Commissioner Lucian IVAN, Ministry of Internal Affairs – Operational Management General Directorate/Adjunct Professor, Academy of Economic Studies: *Resilience at the Level of National Defence Industry*

Col. Tiberius TOMOIAGĂ, Scientific Deputy, Military Equipment and Technologies Research Agency: *PESCO/EDF/EDIDP Implications on Defence Capabilities*

12.30-15.45

Round-table discussions 4: Defence Resources Management and the Forces Mobilisation System in the 21st Century. Territorial vs. Professional Troops

Chatham house rules (access based on request and approval, by registration on the online platform)

Moderator: Maj. Gen. Gheorghită VLAD

Marius BĂLU, State Secretary and Chief of Department for Parliament Liaison and Personnel Welfare (First speaker): *Territorial Troops versus Professional Forces – A Legal Perspective*

Col. (r.) Ion GIURCĂ, “Carol I” National Defence University: *Territorial Troops versus Professional Forces in the First Half of the 20th Century – A Historical Perspective*

Marian ZULEAN, Professor, University of Bucharest: *Civil-Military Relations in Contemporary Romania*

Col. Adrian VASILIU, Deputy Chief of the Personnel and Mobilisation Directorate, MoND: *Territorial Defence – Challenge or Necessity*

Gen. (r.) Ștefan DĂNILĂ, Former Chief of the Defence Staff: *An Analysis of the Forces Mobilisation System in the 21st Century. Territorial Troops versus Professional Forces*

Maj. Gen. (r.) Florian RĂPAN, “Carol I” National Defence University: *Strategic Management or Strategic Planning in the Field of Defence?*

Maj. Gen. Viorel PANĂ, Chief of the Air Force Staff: *SWOT Analysis: Professional Forces vs. Territorial Troops*

Rear Adm. (UH) Mihai PANAIT, Chief of the Naval Forces Staff: *Sufficiency of the Vision of the Romanian Naval Forces Modernisation to Fully Accomplish the Assigned Missions in National and Allied Context*

Col. (r.) Toma PLEŞANU, “Nicolae Bălcescu” Land Forces Academy: *Generational Interoperability of the Human Resource in the Ministry of National Defence*

Maj. Gen. (r.) Virgil BĂLĂCEANU, President, Romanian Reserve Officers Association: *Complementary Character of Territorial Forces in National Defence*

CONTRIBUTING PAPERS

MILITARY THEORY AND ART

Military Power in the 21st Century.

The Influence of Cyber Operations

1.	<p><i>THE MILITARY INSTRUMENT OF POWER IN THE 21ST CENTURY. THE FUNDAMENTALS OF THE MILITARY STRATEGY OF THE WIDER BLACK SEA REGION STATES</i></p> <p>Marian NICULAE 9th Mechanised Brigade “Mărășești”, Constanța, Romania</p>
2.	<p><i>THE MILITARY POWER IN THE 21ST CENTURY. THE FUNDAMENTALS OF MILITARY STRATEGY FOR SMALL AND MEDIUM POWERS</i></p> <p>Florin JERLĂIANU 10th Engineer Brigade “Dunărea de Jos”, Brăila, Romania</p>
3.	<p><i>THE IMPACT OF THE SECURITY ENVIRONMENT ON THE DEFENCE STRATEGIES OF SMALL AND MEDIUM-SIZED STATES</i></p> <p>Ioana RIEBER “Gheorghe Lazăr” National College, Bucharest, Romania</p>
4.	<p><i>THE REVIVAL OF THE DISPUTE OVER THE SUPERPOWER STATUS</i></p> <p>Romică CERNAT Ministry of National Defence, Bucharest, Romania</p>
5.	<p><i>THE CYBERSPACE IN THE PROCESS OF PLANNING OPERATIONS</i></p> <p>Nicolae-Sorin MACOVEI “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>

6.	<p><i>MODELLING THE OPERATIONAL ENVIRONMENT THROUGH CYBER ATTACKS</i></p> <p>Marian ȘTEFAN</p> <p>Defence Intelligence Training Center, Bucharest, Romania</p>
7.	<p><i>EMOTIONAL INTELLIGENCE IN MILITARY LEADERSHIP</i></p> <p>Ion CHIORCEA*, Ionuț CIORANU**</p> <p>* <i>“Mircea cel Bătrân”</i> Naval Academy, Constanța, Romania</p> <p>** <i>“Carol I”</i> National Defence University, Bucharest, Romania</p>
8.	<p><i>POSSIBILITIES FOR EMPLOYING ISR STRUCTURES FROM LAND FORCES IN EXERCISES CONDUCTED ON NATIONAL TERRITORY</i></p> <p>Valeriu Adrian JIANU</p> <p><i>“Carol I”</i> National Defence University, Bucharest, Romania</p>

MILITARY THEORY AND ART

The Perspective of Warfare and Modern Armed Fight

1.	<p><i>ADAPTATION OF MILITARY CAPABILITIES TO THE REQUIREMENTS OF THE OPERATIONAL ENVIRONMENT - CURRENT AFFAIRS AND PERSPECTIVES</i></p> <p>Constantin GRIGORAȘ</p> <p><i>“Nicolae Bălcescu”</i> Land Forces Academy, Sibiu, Romania</p>
2.	<p><i>“7 QUESTIONS” – AN ALTERNATIVE TO THE ROMANIAN NAVY TACTICAL PLANNING PROCESS</i></p> <p>Silviu CONSTANTINIANU</p> <p>Romanian Navy, Bucharest, Romania</p>
3.	<p><i>THE IMPACT OF THE MULTI-DOMAIN OPERATION ON THE MILITARY STRATEGY</i></p> <p>Alexandru-Lucian CUCINSCHI</p> <p><i>“Carol I”</i> National Defence University, Bucharest, Romania</p>

<p>4.</p>	<p><i>CULTURAL INFLUENCES AND INTERACTIONS WITHIN AERONAUTICAL ORGANISATIONAL SYSTEMS AS ELEMENTS PRIOR TO OPERATIONAL PROCESSES</i></p> <p>Valentin-Marian IORDACHE</p> <p>90th Airlift Base, Romanian Air Force, Bucharest, Romania</p>
<p>5.</p>	<p><i>THE INFLUENCE OF TECHNOLOGICAL INNOVATION ON TRAINING STANDARDS FOR ROMANIAN MILITARY PILOTS</i></p> <p>Denis Lucian DIACONESCU, Ioan MISCHIE</p> <p>Romanian Air Force, Bucharest, Romania</p>
<p>6.</p>	<p><i>EARLY ASPECTS OF THE USE OF BIOLOGICAL WEAPONS</i></p> <p>Gabriela-Elena SÎRBU*, Vasile BOGDAN**</p> <p>* “Carol I” National Defence University, Bucharest, Romania</p> <p>** “Danubius” University of Galați, Romania</p>
<p>7.</p>	<p><i>PERSPECTIVES ON ADAPTING MILITARY STRUCTURES TO THE REQUIREMENTS OF CURRENT AND FUTURE OPERATIONAL ENVIRONMENTS</i></p> <p>Paul TUDORACHE</p> <p>Lucian ISPAS</p> <p>“Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>
<p>8.</p>	<p><i>THE PERSPECTIVE OF MILITARY ACTION PLANNING IN THE CONTEXT OF THE DEVELOPMENT OF THE RESILIENCE CAPACITY IN THE CONTEMPORARY SOCIETAL ENVIRONMENT</i></p> <p>Daniel ROMAN</p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
<p>9.</p>	<p><i>THE PERSPECTIVE OF WAR AND MODERN ARMED CONFLICT</i></p> <p>Olguța-Mihaela BODNAR</p> <p>136th Engineer Battalion “Apulum”, Alba Iulia, Romania</p>

INTELLIGENCE AND SECURITY

A Possible NATO Strategy: From the Atlantic Dimension to the Global Dimension. The Role of the European Union

1.	<p><i>NATO-EU PARTNERSHIP. AN IMPORTANT STEP TOWARD ACCOMPLISHING GLOBAL SECURITY</i></p> <p>Petru-Viorel ENE</p> <p>Ministry of National Defence, Bucharest, Romania</p>
2.	<p><i>IMPORTANT STAGES IN THE DEVELOPMENT OF EU CAPACITY TO PERFORM AUTONOMOUS OPERATIONAL COMMITMENTS. CASE STUDY – OPERATION ARTEMIS</i></p> <p>Dragoş ILINCA</p> <p>Institute for Political Studies of Defence and Military History, Romania</p>
3.	<p><i>THE IMPACT OF THE INTELLIGENCE COOPERATION WITHIN EUROPEAN UNION ON THE NATIONAL, REGIONAL, AND INTERNATIONAL SECURITY</i></p> <p>Robert CĂLINOIU*, Dănuţ-Mircea CHIRIAC**</p> <p>* European Union Military Staff</p> <p>** “Carol I” National Defence University, Bucharest, Romania</p>
4.	<p><i>REALITIES AND PERSPECTIVES OF EU-NATO SECURITY AND DEFENCE COOPERATION</i></p> <p>Romeo-Dacian BUHAI</p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
5.	<p><i>THE ARCTIC SECURITY SYSTEM – THE STAKES IN THE BATTLE FOR POWER</i></p> <p>Cătălin-Gabriel DONE</p> <p>University of Naples “Federico II”, Italy</p>

<p>6.</p>	<p><i>THE ANALYSIS OF THE MAIN INTERNAL COMPONENTS OF THE BLACK SEA SECURITY SYSTEM. THE MAIN CHARACTERISTICS OF THE NATIONAL SECURITY OF ROMANIA THROUGHOUT THE 20TH CENTURY</i></p> <p>Marius MICLEA</p> <p>Embassy of Romania in the Republic of Cyprus</p>
<p>7.</p>	<p><i>INFORMATION WARFARE, SECURITY INTELLIGENCE AND MILITARY INTELLIGENCE.</i></p> <p><i>A SHORT THEORETICAL APPROACH</i></p> <p>Teodor BADIU</p> <p>“Mihai Viteazul” National Intelligence Academy, Bucharest, Romania</p>

INTELLIGENCE AND SECURITY

Smart Power – A Strategic Model for the 21st Century

<p>1.</p>	<p><i>THE ROLE OF THE CYBERSPACE IN THE APPLICATION OF THE SMART POWER CONCEPT</i></p> <p>George-Daniel BOBRIC</p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
<p>2.</p>	<p><i>GLOBAL AGENDA WOMEN, PEACE AND SECURITY: MAINSTREAMING GENDER PERSPECTIVE IN THE SECURITY SECTOR OF THE REPUBLIC OF MOLDOVA</i></p> <p>Natalia ALBU</p> <p>“Alexandru cel Bun” Military Academy, Chişinău, Moldova</p>
<p>3.</p>	<p><i>THE RIGHT TO CULTURAL AND HISTORICAL IDENTITY OF PEOPLES. TOWARDS A GLOBAL CHARTER OF PRESERVING NATIONAL AND REGIONAL CULTURES AND PASSING THEM ON TO FUTURE GENERATIONS – A FUNDAMENTAL RIGHT OF PEOPLES, FOR THE GLOBAL ORDER OF THE 21ST CENTURY</i></p> <p>Mădălina Virginia ANTONESCU</p> <p>University of Bucharest, Romania</p>

4.	<p><i>CHANGING THE INTELLIGENCE COMMUNITY CENTER OF ANALYTICAL INTEREST</i></p> <p>Raluca-Mihaela STĂNESCU</p> <p>Defence Intelligence Training Center, Bucharest, Romania</p>
5.	<p><i>THE INFLUENCE OF MIGRATION ON SOCIETAL SECURITY IN THE EUROPEAN UNION</i></p> <p>Delia-Mihaela MARINESCU</p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
6.	<p><i>THE USA AND SMART POWER POLICY</i></p> <p>Vasile SANDOR</p> <p>“Ștefan Odobleja” High School, Bucharest, Romania</p>
7.	<p><i>SECURITY’S MULTIDIMENSIONALITY. SOCIAL SECURITY IN THE AGE OF INFORMATION TECHNOLOGY’S DEVELOPMENT</i></p> <p>Laurențiu-Paul MÂNDRAȘ</p> <p>Defence Intelligence Training Center, Bucharest, Romania</p>
8.	<p><i>ROMANIA: TOWARDS SMART POWER</i></p> <p>Florian COLDEA</p> <p>“Mihai Viteazul” National Intelligence Academy, Bucharest, Romania</p>

MILITARY THEORY AND ART

Strategic Communication/Fake News and Information Warfare

1.	<p><i>RUSSIA’S DISINFORMATION CAMPAIGN IN THE TIME OF THE COVID-19 PANDEMIC</i></p> <p>Adriana SAULIUC</p> <p>Conflict Prevention and Early Warning Centre, Bucharest, Romania</p>
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2.	<p><i>SOCIAL MEDIA AND THE THREATS AGAINST HUMAN SECURITY – DEEP FAKE AND FAKE NEWS</i></p> <p>Filofteia REPEZ</p> <p>Maria-Magdalena POPESCU</p> <p><i>“Carol I” National Defence University, Bucharest, Romania</i></p>
3.	<p><i>CONCEPTUALISATION, OPERATIONALISATION, AND CONNECTION BETWEEN HYBRID THREATS AND SECURITY CULTURE</i></p> <p>Adrian LESENCIUC</p> <p>Corneliu Mugurel COZMANCIUC</p> <p><i>“Mihai Viteazul” National Intelligence Academy, Bucharest, Romania</i></p>
4.	<p><i>THE ROLE OF STRATEGIC COMMUNICATION IN THE CONTEMPORARY CONFLICT</i></p> <p>Antonia Teodora MARIŞ</p> <p><i>“Carol I” National Defence University, Bucharest, Romania</i></p>
5.	<p><i>TURKISH TV SERIES ON THE TERRITORIES OF THE FORMER OTTOMAN EMPIRE: A MEANS OF PROPAGANDA OR JUST AN EFFICIENT SOFT POWER TOOL IN TURKISH FOREIGN POLICY?</i></p> <p>Ecaterina-Elena MAŢOI*, Diana-Monica CONSTANTIN**</p> <p>* <i>“Carol I” National Defence University, Bucharest, Romania</i></p> <p>** <i>National School of Political Studies and Public Administration, Bucharest, Romania</i></p>
6.	<p><i>HYBRID CONFLICT DIMENSIONS AND COORDINATES FOR COUNTERING ITS EFFECTS</i></p> <p>Aurelian RAŢIU</p> <p><i>“Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</i></p>

7.	<p><i>WARFARE GENERATIONS – CONVENTIONAL AND UNCONVENTIONAL IN WARFARE EVOLUTION</i></p> <p>Cosmina-Andreea NECULCEA</p> <p><i>“Henri Coandă” Air Force Academy, Braşov, Romania</i></p>
8.	<p><i>THE MERITS AND LIMITATIONS OF MEMOIRS IN THE INTELLIGENCE FIELD: AN ASSESSMENT OF TRUTH AND DECEPTION PRESENT IN KIM PHILBY’S BOOK “MY SILENT WAR”</i></p> <p>Alin DREPTATE</p> <p>Salford University, UK</p>
9.	<p><i>CONSTITUENT ELEMENTS OF THE CRIME OF SPREADING FALSE INFORMATION. CASE STUDY : FAKE NEWS ON SOCIAL MEDIA</i></p> <p>Gabriel Bogdan CHIHAI</p> <p><i>“Titu Maiorescu” University, Bucharest, Romania</i></p>

DEFENCE RESOURCES MANAGEMENT

1.	<p><i>GENERATIONAL DIFFERENCES REGARDING ATTITUDES TOWARDS PROFESSIONAL TRAINING IN THE MILITARY</i></p> <p>Ştefania BUMBUC</p> <p>Crenguţa Mihaela MACOVEI</p> <p><i>“Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</i></p>
2.	<p><i>SMART POWER – CHALLENGES AND OPPORTUNITIES FOR TRAINING AND EDUCATION IN INTELLIGENCE</i></p> <p>Dorinel-Ioan MOLDOVAN</p> <p>Ministry of National Defence, Romania</p>

<p>3.</p>	<p><i>COHERENCE, SYNERGY AND SUSTAINABILITY IN THE DEVELOPMENT OF THE ROMANIAN NAVAL FORCES IN THE MEDIUM AND LONG TERM</i></p> <p>Ovidiu Marius PORTASE</p> <p>Romanian Naval Forces, Romania</p>
<p>4.</p>	<p><i>RANKING OF REPLACING MEDICAL EQUIPMENT – AN ELEMENT OF THE RATIONAL USE OF RESOURCES</i></p> <p>George UDROIU*, Ghiță BÂRSAN**, Toma PLEȘANU***</p> <p>* “Carol I” National Defence University, Bucharest, Romania</p> <p>** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p> <p>*** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>
<p>5.</p>	<p><i>COMPETENCES AND ATTRIBUTES OF THE MILITARY LEADER IN A MILITARY ORGANISATIONAL CONTEXT</i></p> <p>Alexandru BABOȘ, Paul TUDORACHE</p> <p>“Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>
<p>6.</p>	<p><i>USING COST-EFFECTIVENESS ANALYSIS AS A HELPFUL TOOL IN THE PROCESS OF REDUCING COSTS IN DEFENSE PROGRAMMES</i></p> <p>Felicia ȘINCA*, Toma PLEȘANU**</p> <p>* “Carol I” National Defence University, Bucharest, Romania</p> <p>** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>
<p>7.</p>	<p><i>THE COSTS OF CONFLICTS IN THE WIDER BLACK SEA REGION</i></p> <p>Gabriela Cecilia STĂNCIULESCU, Florentina-Ștefania NEAGU</p> <p>University of Economic Studies, Bucharest, Romania</p>

8.	<p><i>IMPLICATIONS OF THE COVID-19 PANDEMIC ON MILITARY EXPENDITURE: NEW PERSPECTIVES ON EUROPEAN DEFENCE COOPERATION</i></p> <p>Felicia ŞINCA*, Toma PLEŞANU**</p> <p>* “Carol I” National Defence University, Bucharest, Romania</p> <p>** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>
9.	<p><i>RELATIONAL APPROACHES TO THE RESILIENCE OF OPERATIONAL LOGISTICS</i></p> <p>Gheorghe MINCULETE</p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
10.	<p><i>CONSIDERATIONS REGARDING THE ROLE OF HUMAN RESOURCES IN ENSURING NATIONAL SECURITY</i></p> <p>Elena-Alexandra MAZILU (ALEXANDRESCU)*, Dănuţ CHIRIAC**</p> <p>* Communications and Informatics Command, Bucharest, Romania</p> <p>** Hyperion University, Bucharest, Romania</p>
11.	<p><i>RISKS TO NATIONAL SECURITY IN THE CONTEXT OF THE COVID-19 PANDEMIC</i></p> <p>Carmen Maria IEPURE (MOISE)</p> <p>“Carol I” National Defence University, Bucharest, Romania</p>

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