

OPINIONS REGARDING THE DECISION-MAKING PROCESS FOR MILITARY LOGISTICS AT PEACE TIME Marius MILANDRU

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Abstract: During peace time military logistics is designated to ensure and maintain conditions in order for military units to fulfil their missions, objectives and tasks and comprises the following domains: supply, maintenance, movement and transportation, services (food, accomodation, equipment), medical. Logistic decision holds a central role inside management process, this has to be approached through conceptual delimitations and role, involving the existence of many alternatives in order to facilitate the efficient one. Decision is to select a subset of the set of non-dominant variants of variant decision reviewed by the decider, which must include a number of actions that formulates the problem and seeks to identify its solution. Foundation and quality of decisions prepared in an organization depend on many variables, from the level of training of manager to the structuring of authority within the organization. Analysis of potential issues that may face the organization concentrates on prospective nature, on anticipatory process of establishment of decisions, which is the central moment of each management process.

Keywords: organization; management; system; process, decision

1. Introduction

The accomplishment of ordered and assumed objectives at the level of the military organization involves the manifestation of management functions in all their complexity, the design and implementation of a large number of decisions, including those in the area of logistics.

The development of a decision-making process and the drawing of some logistics-related decisions, scientifically proven, will reduce the risk of occurrence of significantly deviated outcomes from those initially evaluated and it will reduce the amount of incertitude.

Thus, logistics-related decisions consist of selecting only one decision-making variant, among many more possible courses of action or logistical strategies, it representing an important instrument of logistical

management.

The quality of such decisions is reflected by the amplitude of deviations of results obtained through putting into practice of the logistical management and the level of initial evaluations that, certainly will determine the quality of the decision-making process.

Systematization of logistic activities into stages implies a selection and then a grouping of activities into distinct phases, following a logical order outside which the process cannot take place.

2. Concept of decision-making process for logistics

The decision-making process for logistics may be defined through the totality of stages and phases achieved throughout the preparation, adopting and evaluation of consequences of the logistical decision.

Therefore, the decision-making process for logistics represents a succession of activities which the logistics-decision-maker will carry out for the purpose of selecting the optimal variant among all possible variants, these variants being generated by the logistics issue with which the logistics-decision-maker is confronted.

The grouping of activities into stages, then into phases, during the decision-making process for logistics, does not hold only a purely theoretical character, but also a practical one, due to the logistics-managers' abilities and expertise.

The rationale of the decision-making process for logistics needs to be perceived just like any other reasoning process, starting from the fact that the basic form of reflecting reality is the clause/sentence that may be true or false.

Accordingly, in order for decision-makers to make a decision for logistics, the following factors need to be identified:

- the decision-maker in whose mind there is that true/false clause/sentence;
- the reality reflected by that clause/sentence;
- the logical form taken by that clause/sentence.

The decision-making process for logistics is permanently connected to the planning, designing and defining of all activities that are objective-oriented within large and smaller military bases.

In order for the decision-making process for logistics to take place under optimal conditions, there is need for the logistical management to apply a systemic approach and to include all the logistical elements of the organization as well the existent relationships between them (technical aspects, economic, social moral, behavioral cultural etc.).

At the level of the logistical management, the progress of the decision-making process specific to the military organization at peace time implies a competent activity on behalf of the profile manager, determined by the heterogeneity of its structure, the

physiognomy of the mentioned process being influenced by a large number of factors, among which it is worth mentioning the type of decision-making problem, the actual conditions under which the decision-making process takes place, the degree of knowledge of certain events' appearance, the qualities and experience of the logistics-manager etc.

A very important role within the decision-making process for logistics is held by the setting in which the process takes place, because managers rely on their perception over the degree of incertitude of that particular setting.

During the decision-making process for logistics, the main factors of decision enter various interdependences, fact that is reflected by the characteristics of the decision-making situations which they generate.

Within the decision-making process for logistics there may be specific particularities for three situations, which are determined by the degree to which the decision-maker has data regarding the general status, and they are grouped as follows:

- degree of certitude;
- degree of incertitude;
- risk status.

For solving particular drawbacks of the decision-making process for logistics under risk conditions, we consider that the risk management process must be in place, it being based on the established stages for this purpose, as follows:

- identification of risks that may affect the logistics system of the military organization;
- risks evaluation and analysis;
- classification of risks, identification of residual risk as well as the elaboration of control method in the perspective of adopting an optimal decision.

Based on the facts presented above, it may be said that during the decision-making process for logistics, within the military organization at peace time, the logistics-

planners must apply the risk management appropriately, whereas taking into consideration vulnerabilities specific to the military organization at peace time.

The decision-making process for logistics is characterized by the following traits:

- the logistical decision must be the outcome of a rational, logical process;
- the decision-making for logistics implies the selection of one solution among many more possible variants;
- the logistics-decision-maker will make that choice deliberately and fully aware;
- the decision made will involve the existence of a measurable and precisely determined objective;
- the logistical decision, within the decision-making process, stands for the moment of passing from thinking to taking action.

In our view, the decision-making process for logistics may be defined as the assembly of managerial decisions, specific to complex situations, that imply a significant time-consumption (days, weeks) and that has as its main attribute a thorough documentation and analysis of data and variables involved.

Essentially, this process consists of the totality of stages through which the managerial decision is prepared, adopted and evaluated.

Within a decision-making process for logistics, at organizational level, we deal with a diversity of decision-making situations that vary with regard to its constructive and functional parameters, fact that leads to an analytical approach to the problematic.

We can conclude that the logistic decision is the main component of logistic decision process, a tool through functions of logistic management could be trained.

In practice, logistic decision can be compared or equate with a standard formula, this being adequated to concretely situations of military logistic domains during peace time.

Inside military organisation, in relation with

other types of organisations, logistic decision becomes the action which reunited material, human, financial and informational resources with specific character, in order to accomplish military objectives and tasks.

Brigades and bellow units unfold their activity under the influence of events, with diverse frequency and types, which are not all become logistic decision problems but can be solved in a certain way.

So that an event could to become a logistic decision problem, it has to fulfill the main condition of obtaining the same result using different paths with different characteristics. Inside any military structure, appearance of logistic decision problems will be generated by the following situations:

- the situation in which disruptive factors created an imbalance between operational and functional subsystems with negative results in achieving logistic objectives and its mandatory to reestablish the system functionality at standard parameters;
- the situation in which there is a balance between those 2 subsystems in order to realise the proposed logistic objectives but where the manager wants high class performances.

The diversity and complexity of decisional problems which have to be solved by logistic managers ask for a systematization related to certain criterias or elements.

Criterias are different but all have a the same common element which is to "order and make easy decision-making work".

The diversity of systematization criterias of logistic decision problems determined different points of view regarding their hierarchy, phenomenon explained through their way of approach and criteria's importance.

The systemic approach of military organization allows grouping of logistic decision problems according to those three essential components of functioning: inputs, logistic processes, outputs.

System inputs are related to marketing, suppling and transportation functions and are referring to material resources,

procurements and their quality.

The logistic processes which are taking place inside brigades and bellow structures determin a great number of decision problems, with a high degree of complexity. The outputs generate various decision problems which are related, mainly, to: quantities of goods and services which have to be ensured, maintenance services, medical assistance.

The systematization of logistic decision making process, according to some criterias, represents a special importance, because, it is related to some characteristics as: information volume and structure, the methods of using information and the decision of taking courses of action, indicators' system (estimates) for analyzing consequences and results.

Establishing systematization (evaluation) criteria and logistic decision frame is a complex problem, influenced by multiple effects when it will be materialized.

3. Conclusions

At the level of companies, logistics is focused, most of the time, on aspects related to supply and transportation, but inside military organization, logistics is focused to many other functional domains.

During peace time military logistics is designated to ensure and maintain conditions in order for military units to fullfil their missions, objectives and tasks and comprises the following domains: supply, maintenance, movement and transportation, services (food, accomodation, equipment), medical.

Having said that, we have to admit that inside the military organization during peace time, logistics domains must function based on national and internal regulations and laws and realising of duties and responsibilities by logistical structure conducting to fulfilling of tasks and objectives from brigades and bellow, basically coherence and quality of logistics will have an essential role.

Also, military logistics will be dependent directly on power, materials and financial

resources of Romanian society at this time and for the future.

Military logistics domains during peace time call for and detemine specific measures and activities with the main aim of ensuring an efficient, dynamic and desirable service and support for brigades and bellows.

The particular importance of the decision-making process for logistics within the totality of military management processes requires a permanent attention for their improvement in the light of strengthening the capacity of any military organization to make quality decisions, meant to lead to optimal efficacy.

The quality of decisions regarding the military logistics at peace time depends a lot on multiple variables, starting with the managers' level of knowledge up to the manner in which authority is planned within the logistical structures.

Knowledge of such variables may be achieved through a deep analysis at the level of logistics structures, so as improvement measures may be taken at certain intervals, based on new strategies or real conditions of the internal or external setting.

Systemically analyzing, at the level of the military logistics, from the perspective of optimizing the decision-making process, we consider that the logistical decision at peace time, subsumed to the commander's decision, is selected based on the existent status of the decision-making setting, whereas taking into account the manifestation of threat, risk, hazard and vulnerability concerning the projection and carrying out of specific activities.

In this respect, we consider that the military logistics at peace time needs to be receptive to economic, financial, social, military changes that take place at global level, but equally to meet the requirements imposed by possible military conflicts.

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