



UNIVERSITATEA
LUCIAN BLAGA
— DIN SIBIU —



Interdisciplinary Doctoral School

Doctoral field: Management

DOCTORAL THESIS

THE TRANSFORMATION OF THE ROMANIAN MILITARY EDUCATION SYSTEM – MANAGERIAL IMPERATIVES

PhD candidate:

GEORGE BUCĂȚA

Scientific coordinator:

Prof.univ.dr. EMANOIL MUSCALU

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KEYWORDS

- Defending the country.
- Collective defense.
- Defending the country.
- Capability.
- Capacity.
- Organizational climate.
- Competence.
- Organizational culture.
- Military organizational culture.
- Effectiveness.
- Efficiency.
- Evaluation.
- Globalization.
- National security interest.
- Interoperability.
- The leader.
- Management of the military organization.
- Manager of a military education institution.
- Security environment.
- Modern military organization.
- Asymmetric warfare.
- Hybrid warfare.
- Human resources in the military field.
- National Military Education System.
- National Security System.
- The organizational structure.
- Organizational transformation.
- Organizational transformation of the military education system.
- Organizational transformation in the military field.

INTRODUCTION

Currently, it is a topical issue that the economic, financial, political, scientific, military achievements of states are implicitly conditioned by the quality of education and investments made in it, and the most important vector of organizational development is human capital objectified in knowledge, transferable skills, creative abilities, the level of experience and the moral qualities of the educated (pupils/students/trainees) that they acquire to the greatest extent through the educational process.

The international, European and regional security of this beginning of the millennium is needed to be urgently understood and defined in the current context of globalization.

The Romanian Army has always been synchronized with the positive evolutions of the Romanian state. Among the priorities of the Romanian Army lies its reform and implicitly that of the military educational system as essential conditions to the modernization and the insurance of functionality that corresponds to the national desideratum.

The Romanian military education system must continuously be in a certain rhythm of innovation. It is necessary to constantly adapt to everything that the very rapid evolution of technology and equipment that enters the endowment of any military system implies and there is a law in military science stating that military action is inevitably dependent on the technical characteristics of the equipment provided. In this concern, the conceptual part, the theory, and the evolution of technology attract the need for modernization and continuous transformation of the education system.

The institutionalized act of reforming the education system, even in the military field, is achieved through its own strategy, which includes three distinct stages: preparation, regulation, and implementation of the reform projects. The weight and duration of these stages are unequal and variable, but their existence is indispensable. This must be plentifully demonstrated throughout the transformation of the military education system.

Last years' specific specialized literature contains numerous references regarding the foundations of organizational change (made by specialists in general management, educational management, military management, economists, psychologists, sociologists, etc.) and, moreover, speak of the existence of a distinct field: the management of change.

The educational management must include among its good practice elements the strategy and the strategic vision on the processes, used as effective managerial means, with comprehensive attributions in the development of the specific processes.

The application of the science of management in the field of education is achievable at a theoretical level, but also as a paradigm. In both situations, educational management must be

valued both theoretically and practically, as it has multiple connections with the theory and practice of general management, with the management of the organization and the strategic management.

For the military education system, educational management must have a global, strategic, dynamic, and systematic approach to education through which it is necessary to achieve the objectives at the level of the military education system and at the level of the educational institution.

The motivation for choosing the topic of the doctoral thesis entitled “*The transformation of the Romanian military education system – managerial imperatives*” was its originality and innovativeness in the field of debates in management, security and national defense, political science and sociology, both nationally and militarily.

This option resides in the real needs of a strategic approach to the transformations of the military education system which are determined, first of all, by the dynamics of the future adaptation of the military organization within the specific challenges of the international, European and regional security environment, which determine the anticipation of strategic orientation in this essential field of “defense” and implicitly in the field of the formation and professional development of the “human capital”.

We consider that the dynamics of these major metamorphoses of the international, European and regional security environment, which have an impact on the field that is being researched, unequivocally signal the special complexity of the approached topic, namely that of transforming the military education system in order to prepare it for the future, the topicality and the perspective of the determined solutions, and, especially, the difficulties involved in its concretization.

The topicality and necessity of this doctoral thesis consist mainly in the need for an integrated approach to managerial sciences, respectively management, educational management, human resources management, and strategic management, in order to analyze and interpret as completely as possible both the external and internal environment in which the military organization carries out its activities, as well as the risks, threats and vulnerabilities that may affect national security.

In the process of the transformations that take place in contemporary society, the military organization is a major expression of the manifestation of each nation. Being one of the factors that determine the performance and success of the activity of the military organization, military education is an essential and indispensable element for organizational progress.

The proposed research topic is “The transformation of the Romanian military educational system - managerial imperatives”, a topical issue that falls within the research directions of the Sibiu Doctoral School of Management. The paper also brings contributions to several priority areas presented by various reference documents in the field of research in Romania. From the point of view of the development of the doctoral field, according to the fields of the HG583 / 2015 Law for the approval of the National Plan for research, development, and innovation (PNCDI III), the chosen topic falls under the objectives pursued within the National Strategy for Research, Development and Innovation 2015-2020 (SNCDI2020) according to program 2 (increasing the competitiveness of the Romanian economy through research, development, and innovation) and 3 (European and international cooperation) stipulated in Article 7 (PNCDI III Programs).

Through this research, we aimed to analyze both, the theoretical and the practical aspects, related to the research methodology, the theoretical and practical substantiation of the concept of *organizational transformation, in general, and the transformation of the Romanian military educational system, in particular*, the elaboration of a scientifically valid program for the transformation of the Romanian military educational system from the perspective, not so much of the present as of the future and for the validation of a methodology for evaluating the need for transformation.

In this sense, I believe that the doctoral thesis is relevant from the point of view of scientific valorization, through the contribution it brings to the study of the *Transformation of the Romanian military educational system*, in the context in which there is little specialized literature in this field. Also, the issue of efficient adaptation to the risks, threats, and vulnerabilities specific to the international security environment is a favorable premise for increasing the quality of the human resource of the *intellectual capital* of the Romanian Army.

The relevance of the research topic lies in the utility of the acquired results for several interested categories: commanders (managers), human resources managers (heads), teachers.

In addition, the value, utility, and importance of the topic of the doctoral thesis are mirrored by the fact that human resources are the main resource of any organization and even more of the military organization.

In conclusion, this transformation requires the application of a new type of management in the military organization that enhances all the dimensions (intellectual, emotional, professional, psycho-moral, social, and not just physical) of the military personnel.

The scientific research methodology characteristic to the management field consisted of all theoretical methods (scientific documentation, analysis, and theoretical synthesis, generalization and systematization, abstraction, theoretical modeling, axiological methods and

interpretation of theoretical bibliographic sources) and practical methods (questioning, observation, analysis, synthesis, comparison and interpretation of results and the method of statistical data processing).

All these methods led to an adequate and timely scientific analysis of the process of transforming the Romanian military education system, from the perspective of human resources which have to be seen and understood as being the first strategic resources of the organization and one of the most relevant investments of an organization whose effects have consequences that become much clearer in the future.

The results, obtained after conducting the scientific research and transforming them into solutions that can be immediately implemented in practice through doctoral work, contribute to the development of managerial theory and practice and are a real means of deepening the understanding of human resource management in general and educational management, in particular.

The scientific approach needed for the elaboration of the doctoral thesis is based on the conviction that the performance and competitiveness of organizations of any type depend, to a large extent, on the quality of human resources and the quality of their training through education, oriented to the challenges of the future.

The fundamental purpose of the research program carried out and, implicitly of the doctoral thesis, was to conduct a systematic and comprehensive study on the management of the Romanian military education system and its transformation in order to increase the organizational performance specific to the mission entrusted and assumed, compared to the current one, both theoretically and methodologically.

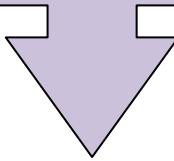
In this sense, following the theoretical documentation in the field of general management, educational management, and based on in-depth knowledge of the particularities and specificities of military education institutions, we opted to implement, at the level of this organization, a system for transforming military education from the perspective of post-modern managerial imperatives that creates a human resource with potencies adequated to NATO requirements.

The structure of the thesis consists of three parts. The first part presents the current state of the acknowledgment of the general conceptual elements regarding the transformations (reforms) of the contemporary military education system between the requirements of the present and the challenges of the future. The second part presents the international and national trends regarding the exponential multiplication of the transformation in a specialized field of military organization: military education. The last part consists of the research methods and its results as well as the conclusions, future research directions, and personal contributions.

PART I
GENERAL CONCEPTUAL ELEMENTS REGARDING THE TRANSFORMATIONS (REFORMS) OF THE CONTEMPORARY MILITARY EDUCATION SYSTEM BETWEEN THE REQUIREMENTS OF THE PRESENT AND THE CHALLENGES OF THE FUTURE

CHAPTER I
THE ROMANIAN MILITARY ORGANIZATION AND NEW PARADIGMS OF NATIONAL AND EUROATLANTIC SECURITY

CHAPTER II
GENERAL CONCEPTUAL ELEMENTS REGARDING ORGANIZATIONAL TRANSFORMATION



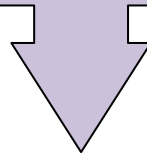
PART II
INTERNATIONAL AND NATIONAL TRENDS REGARDING THE EXPONENTIAL MULTIPLICATION OF TRANSFORMATION IN A SPECIALIZED FIELD OF THE MILITARY ORGANIZATION: MILITARY EDUCATION

CHAPTER III
THE TRANSFORMATION OF THE ROMANIAN MILITARY EDUCATION SYSTEM BETWEEN THE REQUIREMENTS OF THE PRESENT AND THE CHALLENGES OF THE FUTURE

CHAPTER IV
THE HUMAN RESOURCE - RESOURCE, CAPITAL, AND EFFECTIVENESS VECTOR OF POST-MODERN MILITARY ORGANIZATIONS

CHAPTER V
THE TRANSFORMATION OF THE CONTENT OF THE MILITARY ORGANIZATION AND ITS MANAGEMENT WITH AN IMPACT ON THE MILITARY EDUCATION SYSTEM

CHAPTER VI
THE OPERATIONALIZATION OF THE TRANSFORMATION OF THE MILITARY EDUCATION SYSTEM AND ITS STRATEGIC MANAGEMENT



PART III
RESEARCH METHODOLOGY AND DATA ANALYSIS

CHAPTER VII
SCIENTIFIC RESEARCH:
“The need to transform the Romanian military education system from strategic perspectives specific to the new challenges generated by the risks and threats of the asymmetric (hybrid) war”

CHAPTER VIII
FINAL CONCLUSIONS AND PERSONAL CONTRIBUTIONS

The first chapter of the thesis – *“The Romanian military organization and new national security and Euro-Atlantic security paradigms”* – defines classic concepts and new approaches to trends and developments in the global security environment that determine the adaptation of the Romanian Army from an organizational perspective. The characteristics of the European and Balkan security environment and the implications on Romania's security status, from national security to collective security, and the characteristics of the high-performance military organization, as a multiplier of national security.

In order to systematically present the studied issues and ensure a scientific basis correspondent to the doctoral thesis, in **the second chapter** entitled *“General conceptual elements regarding organizational transformation”*, I addressed the concept of organizational transformation, organizational transformation models, types of organizational change, sources of organizational change (external and internal), sources of resistance to transformations in the area of the organization and the differentiation of the concepts of transformation and organizational change.

The personal contribution of the chapter consists in the deepening of the main theories of organizational transformation/change.

The second part of the thesis begins with the chapter entitled *“The transformation of the Romanian military education system between the requirements of the present and the challenges of the future”* which aims to investigate the stage reached in the study of the paradigm shift in military education. In this chapter, I presented details on general management, educational management, the transformation - as a function of education, the paradigm shift in military education and the reconfiguration of processes in the military organization, innovation and necessary transformation in the Romanian military education system, and the ways in which the transformation reflects itself in the contents of the Romanian military educational system and process.

Throughout **the fourth chapter** – *“Human resource - resource, capital and effectiveness vector of the post-modern military organization”* – I focused on making a presentation of the role of the human resources in transforming the military organization, the correlation between human resources and the transformation of the military education system, the professionalization of the army, as a requirement that has implications onto the training of human resources and of the transformation of the Romanian military education system. I also tried to present the specific mutations of human resources in post-modern organizations, the interconditionality between knowledge-based management and human resources management, the key to performance in the military organization.

In **the fifth chapter** – “*The transformation of the content of the military organization and its management with an impact on the military education system*” – I analyzed the transformation as an essential feature of the beginning of the third millennium and its influence in management, the characteristics of the transformation process in the Romanian Army, the fundamentals of designing the transformation act in the military educational system and the logic behind directing the transformation of the military education system.

In **the sixth chapter** – “*The operationalization of the transformation of the military education system and its strategic management*” – I analyzed the content, characteristics, and roles of the graduate model as a projected (planned) purpose, the NATO training and professional development system (USA, Germany, France, Romania, and United Kingdom), the Romanian military education system, as a system that opens up and integrates into society, the content of the strategic management process regarding the transformation of the Romanian military education system and the need for a comprehensive managerial strategy to transform the Romanian military education system.

In **the third part** of the thesis, which represents the practical part, the following are presented in detail: defining the research topic, its relevance and topicality, the research purpose, the research objectives, the research hypotheses, clarifications regarding the research methodology, the definition of the research methodology concepts, the research method and technique, the scientific research methodology, development of the research tool (establishing the content of the questionnaire, establishing the sampling, applying the questionnaire, the data analysis, the research tool's structure, and the sampling's description) and the conclusions of the research.

The final chapter summarizes the conclusions of the theoretical-methodological approach and practical applicability, which were addressed in the research undertaken.

These conclusions lead to the *essential idea* that in order for the transformations to be achieved by the Romanian Army and the categories of forces, in our case Land Forces, must be pursued both by structural refounding and by achieving the circumstances of effective concretization of its functions. The materialization and objectification of the pursued activities and attributions, each on its own or in connection with one another, is determined by the projected model of the military future and by the level of professional competence acquired and expected through training.

The doctoral thesis was based on the postulate that the qualitative transformation of the Romanian military education system and the adaptation to the new realities induced by the knowledge-based economy is an indispensable truth, and the only alternative for managing a successful organization is accepting transformation and lifelong learning.

The elaboration of this thesis was possible in the conditions of valuable bibliographic documentation, confrontations with the harsh reality of the modern organizational phenomena, opportunities for the improvement and structural-functional and managerial development of the Romanian military educational system.

In education, structural changes require time and financial, material, and human efforts, and if we really desire to see a profound change in the Romanian military education system we need a solid foundation that must target the future and its challenges.

Thus, the new structure of the education system must reconcile all the levels of the Romanian military education with the requirements of the beneficiaries and especially with the “*task demands*” specific to the post-modern combat space.

For each chapter, I selected theories and models, which in my opinion are interesting and useful and I presented particularities, respectively examples, which highlight their **importance and utility**. Both, the theoretical syntheses and the practical examples and applications, are published in studies, articles, and communications presented during the past 5 years.

The doctoral thesis comprises unclassified, advisory, scientifically substantiated data and information, that cannot be considered as being the object of classified information. The sources of information were public sources, the data and information being obtained from libraries, electronic libraries, press articles, books, and scientific research studies.

The research methodology

The doctoral thesis investigates a topic of major importance and with various consequences for the theoretical and practical management, so the practical component must be much more relevant, more adaptable, and permanently interconnected to the realism of joint training with military education, using the means that are as close as possible to the specific effects of military actions.

The most important research methods that were used in the elaboration of the doctoral thesis are the following: the questionnaire-based survey, the analytical and comparative method, induction, observation, and deduction.

In this practical-applied research study, the research data was collected through the method of the survey, and the tool used was the questionnaire.

The basis of the predilection for the questionnaire-based survey as a research method was given by the fact that it enhances the substantiality of the items and answers.

During the elaboration of the questionnaire, I tried to ensure good validity and fidelity of the construct based on the correlation with other investigated aspects.

Regarding the achievement of the scientific character of this practical-applicative research study, but also the validity and fidelity of the research results, I went through the following phases: the elaboration of the objectives pursued through this questionnaire-based survey, the establishment of the hypotheses, the establishment of the samplings for the two types of organizations, the administration of the questionnaires, the centralization of the results, the comparative analysis and the interpretation of data, and the drawing of the conclusions.

The research objectives

The research has the fundamental purpose of critically evaluating the strategic institutional development of *the Romanian military education, which is in need of a Euro-Atlantic performance level and elaborating an explanatory model through accounting relations regarding the substantiation of the organizational transformation of the Romanian military education system; in order to achieve this goal, transformation programs are needed, which can be successfully implemented only on the basis of adequate knowledge and on the adequated approach to the state of the Romanian military education system.*

The structure of the sampling

In this stage of the research, I used a non-probabilistic (non-random) sampling procedure, namely the type of sampling on correlative/proportional quotas because the specialized works consider it as being suitable for innovative research, enjoying high affordability and without being expensive. Distinctive to this type of sampling is the situation that the managers and teachers selected to answer the items of the questionnaire embody the parameters of the population included for the practical-applicative research. The superiority of the research method consists in the potential ability to verify certain defining aspects of the population universe established for the questionnaires. From another perspective, the inability to determine the sampling error restricts the application of this method for the entire population, the results being relevant for the investigated educational institutions, and the research can be further continued for the other categories of forces.

The validation of the applied research results

In order to validate the hypotheses, we conducted comparative (applied) scientific research: *“The need to transform the Romanian military education system from strategic perspectives specific to the new challenges posed by the risks and threats of hybrid war.”*

As a result, the paper presents the current situation of the military education system in the Romanian Army and possible directions and proposals for its modernization, which should support the elaboration of a transformation strategy.

Conclusions regarding the validation of the applied research results

After processing and analyzing the statistical results obtained, the hypotheses from which I started proved to be valid.

The results of the answers to the items proposed in the questionnaire determined the current status of each military education institution surveyed, by analyzing the positive characteristics and the negative or less performing characteristics of each of them.

Thus, we can appreciate that there can be many points of view and nuances that analyze the transformation of the military education system in the Land Forces and, implicitly, of the Romanian military education system as a whole.

In conclusion, all these considerations challenge us to deepen the applied research onto the Romanian Army, by applying diversified scientific methodologies to detect the many aspects of organizational transformation and their connection with organizational management practices present in all types of NATO military organizations, as well as the influence of the national and international context, regarding the strategies used in human resources management.

FINAL CONCLUSIONS, RECOMMENDATIONS, AND PERSONAL CONTRIBUTIONS

Final conclusions

At the moment, our army is facing new "challenges", but also new favorable situations and the implementation of the transformations that are necessary in order to permanently adapt to them depends on the possibilities of the actors who bear direct responsibility in the processes of increasing military capabilities for enhancing the security level of NATO's south-eastern flank.

The effects of investing in education, including military education, are perceptible only over a long or very long period, the educational system being a system in which the results appear and are visible over time, ie inertially.

As a result, the thesis presents the current situation of the military education system in the Romanian Army, possible directions, and proposals for its modernization, which should support the elaboration of a transformation strategy.

The transformation of the military education system must be based on quality and excellence because the beneficiaries expect to receive a highly professionalized human resource that is adapted to the perspective needs in the field of defense, public order, and national security.

From imperative managerial perspectives, the transformation of the Romanian military educational system, through the assigned and assumed educational finalities, through content and ways of organization and through the ways in which it is managed, is, in fact, the product and expression of the fundamental strategic orientations in the field of national security.

The internal determinations regarding the transformation of the military education system in Romania are required by the insurance of the continuity of the process of harmonizing the system to the reality and the national and NATO and EU member states' requirements and the imperative of permanently increasing the quality of education and scientific research and especially depending on the analysis of the evolution of the operational environment and the implications on the design of military education.

The strategy of transforming the military education institutions in the long and medium-term has to be the result/effect of a foresight analysis (forecast) performed methodically (regularly) by a think tank (specialists) in the organization's management and in the educational management.

Thus, a modern and strategic conception of the transformation of the military education system has to determine and establish: the current state of the military and education system and the educational response of the future, objectified in the strategic norm of competence.

Personal contributions

The scientific value of the doctoral thesis

The research is limited to the necessary concerns, nationally, regionally, and globally relevant and pertinent, since its interest is the transformation of the Romanian military education system, which has become of major importance, given the growing risks, threats and vulnerabilities to the security of nations. The multitude of vulnerabilities, risks, and threats, which is quite laborious, is an argument for which a complex analysis of the security environment is an indispensable and at the same time essential action in enshrining educational policies and evaluating them in order to increase the quality of military education.

Thus, from my point of view, the current national programmatic documents in the field of security and defense, those of conceptual reference in the military field, regulations and combat manuals are not fully adapted to the typology of the vulnerabilities, risks, and threats manifested at a European or regional level or against Romania, on the dimension of defense.

The scientific value of the doctoral thesis results from the following basic elements:

- the paper can be a means of knowledge, respectively of deepening and understanding the tendencies and evolutions in the global security environment that determine the adaptation of the Romanian Army and the operationalization of the transformation of the military education system and its strategic management, but also the identification of qualitative aspects regarding the role of the military personnel as a resource, capital and vector of the effectiveness of the post-modern military organization;

- delimits and particularizes each type of organization analyzed;

- it is an original scientific approach and debates upon an issue that is not analyzed in depth by the literature;

- the presentation of the conclusions, resulted from the research and of the main personal contributions;

- opens new paths for future research in the analyzed field.

Also, one of the important contributions is given by the presentation and analysis of the military environment, which is a special environment, that generates specific psychosocial and educational structures. Military training is a comprehensive activity, it aims to train, educate, and, therefore, model the personality of the military to carry out activities "during peacetime" but also "during wartime". A new "model" of the military (officer, warrant officer, non-commissioned officer, and professional soldier) is proposed, using the modern theory of

competencies, opting for five competencies: fighter, military specialist, leader, educator, and citizen.

Another contribution resulted from the conceptual and practical operationalization of the doctoral thesis, led to the conclusion that the only scientific way to approach educational management is as a subsystem of general management.

From this point of view, I believe that the doctoral thesis is relevant from a scientific point of view, and the contribution it brings determines the decrease of observations that can be understood as subjective, thus supporting the process of transformation of military educational institutions.

Following the research, it was established that there are significant positive correlations between all dimensions and variables studied, the detailed analysis of the data providing information on the extent to which the dimensions and determinants of transformation influence each other.

Future developments

The theoretical results and case studies carried out within the doctoral thesis may highlight, in the future, the need to develop the following study directions:

1). Constructing a matrix of correspondence between the type of educational institution, the fundamental elements necessary for transformation, the expected resistance to transformation, the ways of organizational transformation, and the specification of the requirements in the strategic development plan of the educational institution.

2). Establishing a research model of the leadership skills necessary for the successful implementation of transformations in the military education system in Romania.

3). Identifying a system of indicators specific to the military education system in order to assess the need for transformation according to the operational requirements of the modern battlefield.

4). Determining the new research areas of human resources management and educational management in the military organization, enhanced by the acute need for landmarks highlighted by the conditions in which our army goes through a new stage in the architecture of NATO and the European Union, taking into account the developments in the international security environment, especially in the Black Sea area, where it is important to pay special attention to the structural and content-related transformations in the field of education.

5). Identifying and analyzing the main competencies, specific to educational management, which can lead to success in implementing organizational change.

6). Designing a customized research tool (questionnaire) to be applied in all military education institutions.

7). Developing and supporting human resources management/educational management/performance management courses in higher education institutions.

8). Expanding the framework for conducting research conducted through this thesis, by growing the number of military educational institutions subjected to the analysis.

9). In the conditions of intensifying the globalization process, there is a need to conduct studies of educational management and comparative management of human resources, determined by the need of Romanian military organizations to operate in an international framework and to adapt to new cultures.

In this view, the transformation factors act upon the military organization as a whole, but also directly, in a specific way, upon human resources.

The NATO and the European Union memberships represent the validation of embracing the values based on the principles of the rule of law, democracy, and individual freedom - Romania's security spending is lower in NATO than outside of it. The foundation of the new organizational architecture and the number of forces, according to which the security and defense resource had to be redesigned, started from the identification and analysis of the main factors that determine the optimal amount of resource, including for personnel.

In conclusion, we can appreciate that our effort to build a relevant scientific approach and to develop some relevant practical solutions, necessary for establishing ways to transform the Romanian military education system according to the requirements of the present and the challenges of the future, in order to identify strategies to increase organizational performance, can be continued both, for the development and deepening of new theoretical aspects, and for the identification of new praxiological opportunities.

The valorification of the research results

In order to find solutions to the objectives established in the scientific investigation on this topic, an intersection was required between the scientific research perspectives specific to the educational management with the fields of organizational management, human resources management, and strategic management. However, the managerial perspective is the link that ensures systematicity in the scientific approach of the research.

I mention the fact that the results, acquired throughout the continuous research process started with the completion of the disciplines provided in the scientific training within the doctoral school, had been concretized by the elaboration of several scientific articles. The results of the scientific research were published and approved by the following scientific forums: International Scientific Conference Shumen BULGARIA-2016; The 12th International

Scientific Conference “Defense Resources Management in the 21st Century” Braşov-2017; The international scientific communications session of the Land Forces Academy, “*The knowledge-based organization*” in Sibiu-2017, 2018, 2019, 2020; The International Conference of the “Lucian Blaga” University of Sibiu: “*International Economic Conference of Sibiu - IECS 2015, 2016, 2017, 2018*”; The B+ Economic Journal (*Journal of economic-financial theory and practice*); The “*Management New Coordinates and Challenges*” Section, No. 68: 1 (2016), no. 68: 5 (2016), 69: 4 (2017), no. 70: 4 (2018); The Scientific Bulletin of the “Nicolae Bălcescu” Land Forces Academy No. 23 (2) – 2018; The “Nicolae Bălcescu” Land Forces Academy Review 20(1)-2015, 22(1) - 2017, 23(4) – 2018; The Ovidius University Annals, The Economic Sciences Series 2015, 2016 - Vol.15 Issue 2, Vol.16 Issue 1, Vol.16 Issue 2; Journal of Defense Resources Management (Regional Department of Defense Resources Management Studies) - Vol. 7 (Issue1) 2016, Vol. 7 (Issue 2) 2016, Vol. 8 (Issue 1) 2017, Vol. 10 (Issue 1) 2019, Vol. 10 (Issue 1) 2020; Annals of the “Constantin Brâncuşi” University of Târgu-Jiu; Economic Series 2020; Scientific Journal of the Military University of Land Forces - Poland 2019 and books in the following publishing houses: Publishing House of the “Nicolae Bălcescu” Land Forces Academy Sibiu, Modern Romanian Artillery Publishing House, Sibiu.

The articles and studies published in journals in Romania and abroad, specific to the domain, are recognized by CNCSIS (B +), the research papers (studies) published in the volumes of recognized international scientific events (communication sessions, conferences, etc.) (with ISSN or ISBN) are found in the EBSCO and ProQuest databases, and the books published with other authors are published by CNCSIS recognized publishers. A large part of these works have been cited in this research thesis and are also specified as bibliographic sources. All these results express the collaboration between the author and his scientific supervisor, which led to the possibility of disseminating these results, but also to a fruitful relationship with the international academic environment.

The activity of disseminating the research results will continue in the future, so the participation in national or international scientific conferences must be emphasized, and why not the publication of articles in prestigious journals. It should not be neglected that it is necessary to publish a scientific book, which will bring extra value in the field of the theory and practice of educational management.

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