Prof. Dr. Herbert Strunz

Management in the Armed Forces



Contents

Introduction						
	The scientific problem					
	Aims	Aims of research				
	Rese	Research questions				
	Research methods					
1	Concepts of defence administration and military management					
	1.1	1 Defence administration				
	1.2	Military operation and management				
	1.3	The necessity of economic principles in defence administration				
	1.4	Cost effectiveness in reform				
	1.5	Keynotes of economic acting in regards to the conception of strategic decisions				
	1.6	Centralization vs. decentralization				
		1.6.1	Location management	32		
		1.6.2	Interaction between location and centralized military management	33		
		1.6.3	Defence administration in open competition	35		
	1.7	Particularities of the defence administration system				
		1.7.1	Chain of command	38		
		1.7.2	Guarantee of task fulfilment	40		
		1.7.3	Foreign deployment and international integration	41		
		1.7.4	Soldier vs. employee	44		
		1.7.5	Requirements of military operation vs. deployment requirements	46		
	1.8	Future	e development of defence administrations	47		
	Conc	clusion		49		
2	Methods of public management and their application in defence administration					
	2.1	.1 Key principles and characteristics of public management				
	2.2	Human resources management				
		2.2.1	Human resource planning and recruiting	57		
		2.2.2	Human resource development and training	62		
		2.2.3	Motivation and incentive schemes	65		

	2.2.4	Contract management and communication regarding objectives	68		
	2.2.5	New staff profile	74		
2.3	Organisation and planning		77		
2.4	Benchmarking and performance comparison				
2.5	Logistics				
2.6	Procurement		89		
	2.6.1	Budget assessment, allowance and management	93		
	2.6.2	Investment and contract placing	96		
2.7	Cost accounting and results accounts				
2.8	Milita	ry performance assessment and service provision	103		
	2.8.1	CIMIC as a product	109		
	2.8.2	Cooperation with economy	116		
2.9	Outsourcing and decentralized service provision				
2.10	Quality management and controlling				
2.11	Task review and fault analysis				
Conc	Conclusion				
Summarised conclusions					
New scientific results					
Recommendations					
Processed literature					