



# ROMANIAN MILITARY THINKING CONFERENCE GUIDE

Security and Defence between History,  
Theory and Public Policies



DEFENCE STAFF



NATIONAL MILITARY CIRCLE,  
BUCHAREST, ROMANIA  
6-7 NOVEMBER 2019

**MEDIA FAX**  
GROUP

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NATO DEFENSE COLLEGE



NATO SCHOOL  
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CENTRUL DE STUDII STRATEGICE  
DE APĂRARE ȘI SECURITATE

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**DEFENCE STAFF**

**ROMANIAN MILITARY THINKING  
CONFERENCE**



**Security and Defence between History,  
Theory and Public Policies**

# ROMANIAN MILITARY THINKING CONFERENCE GUIDE

Venue: The Palace of the National Military Circle

Working Language: English (translation services may be provided for the activities conducted in the Marble Hall)

Format: - expert (academic and operational environment)  
- level discussions;  
- lectures delivered by contributors/guests

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# CONFERENCE AGENDA

## Day 1

- 13.00-13.30 – Registration and welcome
- 13.30-13.45 – Conference Opening Session: Chief of the Defence Staff
- 13.45-14.00 – Film presentation: Defence Staff – 160 Years of Existence
- 14.00-14.45 – Keynote speakers / Official photo
- 14.45-15.00 – Coffee break
- 15.00-16.45 – Security and Intelligence Panel 1  
(Plenary Session/Marble Hall).
- 16.45-17.00 – Coffee break
- 17.00-19.00 – Security and Intelligence Panel 2 (Plenary Session/  
Marble Hall). Possible lectures delivered by contributors.

## Day 2

- 09.00 – 09.30 – Book launch event: *Romanian Military Thinking*  
– *the Clausewitzian perspective*  
Autor: Adrian LESENCIUC  
Venue hosts: Petre OTU, Constantin HLIHOR
- 09.30-10.45 – Security and Intelligence Panel 2 (Plenary Session/Marble Hall).
- 10.45-11.00 – Coffee break
- 11.00-12.15 – Parallel panels
- 12.15-12.30 – Coffee break
- 12.30-14.00 – Parallel panels
- 14.00-14.15 – Coffee break
- 14.15-15.15 – *Romanian Military Thinking* journal Awards/Deputy Chief  
of the Defence Staff
- 15.15-15.45 – Closing Remarks

## **INTERNATIONAL SCIENTIFIC COMMITTEE**

- Prof. Mihail E. IONESCU, PhD, Director, Institute for Political Studies of Defence and Military History, Romania
- William D. HATCH, PhD, Naval Postgraduate School, Monterey, SUA
- Larry WHITE, PhD, lecturer in American and International Law, University of Economics and Technology, Ankara, Turkey
- Prof. Valentin DRAGOMIRESCU, PhD, Prorector for Educational Activities, “Carol I” National Defence University, Romania
- Prof. Ioana ENACHE, PhD, Dean, Command and Staff Faculty FCSM “Carol I” National Defence University, Romania
- Univ. Beng Laurențiu-Răducu POPESCU, PhD, Air Force Department, Command and Staff Faculty FCSM, “Carol I” National Defence University, Romania
- Univ. Reader Nicolai-Tudorel LEHACI, PhD, Deputy Dean for Research FCSM, “Carol I” National Defence University, Romania
- Prof. Cristian-Octavian STANCIU, PhD, Director, Land Forces Department, “Carol I” National Defence University, Romania
- Univ. Reader Marius ȘERBESKI, PhD, Director, Air Force Department, “Carol I” National Defence University, Romania
- Prof. Florin NISTOR, PhD, Director, Naval Forces Department, “Carol I” National Defence University, Romania
- Prof. Marilena MOROȘAN, PhD, Director, Logistics, Finance and Accounting Department, “Carol I” National Defence University, Romania
- Prof. Laurențiu GRIGORE, PhD, Director, Strategic Command Department, “Carol I” National Defence University, Romania

- Prof. Daniel GHIBA, PhD, Deputy Dean for Research, Security and Defence Faculty FSA, “Carol I” National Defence University, Romania
- Prof. Dorel BUȘE, PhD, Multinational Operations, Strategic and Security Studies Department, FSA, “Carol I” National Defence University, Romania
- Univ. Reader Cosmin OLARIU, PhD, Multinational Operations, Strategic and Security Studies Department, FSA, “Carol I” National Defence University, Romania
- Univ. Lecturer Cristian ICHIMESCU, PhD, Director, Defence Intelligence Department, FSA, “Carol I” National Defence University, Romania
- Univ. Reader Ciprian IGNAT, PhD, Multinational Operations and Security Studies Department, FSA, “Carol I” National Defence University, Romania
- Conf. Univ. Iulian CHIFU, PhD, Multinational Operations and Security Studies Department, FSA, “Carol I” National Defence University, Romania
- Univ. lecturer Florian BICHIR, PhD, Multinational Operations and Security Studies Department, FSA, “Carol I” National Defence University, Romania
- Florian CÎRCIUMARU, PhD, Director, Centre for Defence and Security Strategic Studies (CSSAS), “Carol I” National Defence University, Romania
- Scientific Researcher II Alexandra SARCINSCHI, PhD, CSSAS, “Carol I” National Defence University, Romania
- Scientific Researcher III Marius-Titi POTÎRNICHE, PhD, CSSAS, “Carol I” National Defence University, Romania
- Scientific Researcher I Petre OTU, PhD, Institute for Political Studies of Defence and Military History, Romania
- Prof. Ghiță BÂRSAN, PhD, Rector, “Nicolae Bălcescu” Land Forces Academy, Romania



*Romanian Military Thinking Conference*

- Prof. Vasile CĂRUȚAȘU, PhD, Prorector, “Nicolae Bălcescu” Land Forces Academy, Romania
- Univ. Reader Daniel-Sorin CONSTANTIN, PhD, Prorector, “Nicolae Bălcescu” Land Forces Academy, Romania
- Prof. Ioan VIRCA, PhD, Prorector, “Nicolae Bălcescu” Land Forces Academy, Romania
- Prof. Mihai NEAG, PhD, “Nicolae Bălcescu” Land Forces Academy, Romania
- Prof. Dănuț MOSTEANU, PhD, “Nicolae Bălcescu” Land Forces Academy, Romania
- Prof. Sorin PÎNZARIU, PhD, “Nicolae Bălcescu” Land Forces Academy, Romania
- Prof. Toma PLEȘANU, PhD, “Nicolae Bălcescu” Land Forces Academy, Romania
- Univ. Reader Dorel BADEA, PhD, “Nicolae Bălcescu” Land Forces Academy, Romania
- Univ. Reader Marius MILANDRU, PhD, “Nicolae Bălcescu” Land Forces Academy, Romania
- Univ. Reader Romana OANCEA, PhD, “Nicolae Bălcescu” Land Forces Academy, Romania
- Univ. Reader Stelian POPESCU, PhD, “Nicolae Bălcescu” Land Forces Academy, Romania
- Univ. Reader Ioan-Gabriel POPA, PhD, “Nicolae Bălcescu” Land Forces Academy, Romania
- Univ. Reader Ioan-Dan POPA, PhD, “Nicolae Bălcescu” Land Forces Academy, Romania
- Univ. Reader BEng Octavian TĂRĂBUȚĂ, PhD, Rector, “Mircea cel Bătrân” Naval Academy, Romania
- Prof. BEng Gheorghe SAMOILESCU, PhD, “Mircea cel Bătrân” Naval Academy, Romania

*Romanian Military Thinking Conference*

- Univ. Reader Romeo BOȘNEAGU, PhD, “Mircea cel Bătrân” Naval Academy, Romania
- Prof Ioan BONDREA, PhD, Rector, “Lucian Blaga” University, Romania
- Prof Claudiu-Vasile KIFOR, PhD, Prorector, “Lucian Blaga” University, Romania
- Prof Lucian-Ionel CIOCA, PhD, “Lucian Blaga” University, Romania
- Prof Adrian CURAJ, PhD, UEFISCDI, Romania
- Prof Ion POPA, PhD, University of Economic Studies, Romania
- Prof Cosmin DOBRIN, PhD, University of Economic Studies, Romania
- Prof Jaromir MARES, PhD, Brno, the Czech Republic
- Prof Pavel OTRISAL, PhD, Brno, the Czech Republic
- Prof Cezar VASILESCU, PhD, UNAp, DRESMARA, Romania

## **ORGANIZING COMMITTEE**

**Chair:** Lieutenant General Daniel PETRESCU

**Members:**

Major General Vasile TOADER  
Major General Teodor INCICAȘ  
Brigadier General Corneliu POSTU  
Brigadier General Dragoș-Dumitru IACOB

**Secretariat:**

Lieutenant Colonel Mircea BARAC  
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Lieutenant Colonel Dan NISTOR  
Warrant Officer Katalin SĂVESCU  
Iulia SINGER  
Alina PAPOI  
Diana LUPU

DTP and Graphic Design  
Adelaida RADU

## PANELS

- Security and Intelligence
  - Technological Revolution and Its Effects on the Security Environment
  - Trends in the Evolution of Regional and Global Security Environment
  - NATO Future: Geopolitical Challenges and the Imperative for Change
  - Evolution of the Security Environment under the Circumstances of Hybrid Confrontations
  
- Military Theory and Art
  - Contemporary Military Phenomenon: Challenges and Trends
  
- Defence Resource Management
  - Defence Resource Management in Allied Context
  
- Military History
  - Romanian Military Thinking: from the theoretical concept, to the operational practice
  - Portraits of Romanian Military Leaders

# DETAILED PROGRAM

## DAY 1

### Panel 1: Security and Intelligence

**15.00-16.45, Marble Hall**

**Panel Theme:** Technological Revolution and Its Effects on the Security Environment

Plenary Session (no lecture delivered by contributors)

**Moderator: Colonel Adrian LESENCIUC**, PhD, Professor, “Henri Coandă” Romanian Air Force Academy

**Iulian CHIFU**, PhD, President of the Center for Conflict Prevention and Early Warning: *Non-Conventional Threats and the New Types of Conflicts of Hybrid Nature in the 21<sup>st</sup> Century*;

**Antonia COLIBĂȘANU**, PhD, Chief Operating Officer, Geopolitical Futures: *Technology – Influencing Factor or Facilitator of Geopolitical Analysis*;

**Brigadier General Dragoș IACOB**, PhD, Chief of the Doctrine and Training Directorate, ROU Defence Staff: *Disruptive Technologies and Their Impact on the Operational Environment*;

**Lieutenant Colonel G.W. PRONK**, Joint Air Power Competence Centre, NLD Air Force: *Challenges of Hypersonic Operational Threats*;

**Andreea GILLI**, PhD, NATO Defence College: *Preparing for NATO-mation. The Atlantic Alliance toward the Age of Artificial Intelligence*.

**Panel 2: Security and Intelligence**

**17.00-19.00, Marble Hall**

**Panel theme:** Trends in the Evolution of Regional and Global Security Environment

Plenary Session (possible lectures delivered by contributors)

**Moderator: Colonel Marius SERBEZSKI**, PhD, Senior Lecturer, “Carol I” National Defence University;

**H.E. Cristian DIACONESCU**, PhD, President of Foreign Affairs Centre: *Diplomacy and International Relations in a Constantly Changing Security Context*;

**Iulian FOTA**, PhD, Director of the National Intelligence College: *“The increase of the danger level for Romania as a result of the re-establishment of the international order”*;

**Brigadier General Gabriel-Nicușor ANGHEL**, PhD, Military Intelligence Directorate: *Modelling the architecture of the operational environment in the perspective of the year 2035*;

**Rear Admiral LH Mihai PANAIT**, Fleet Commander: *Evolution of the Security Environment in the Wider Black Sea Region. The Romanian Navy Contribution to the Joint Effort of Maintaining Stability in the Region*;

**Lieutenant Colonel Eric Pinczon du SEL**, Course Director, NATO School Oberammergau: *STRATCOM and Hybrid Warfare*.

**DAY 2**

**Panel 3: Security and Intelligence**

**09.30-10.45, Marble Hall**

**Panel Theme:** NATO Future: Geopolitical Challenges and the Imperative for Change.

Plenary Session (no lecture delivered by contributors).

**Moderator: Major General Iulian BERDILĂ**, PhD, Commander, HQ MND-SE;

**H.E. Sorin DUCARU**, PhD, Director SATCEN: *NATO-EU Relation from the Perspective of Security Policies*;

**Major General Vasile TOADER**, PhD, Deputy Chief of Defence Staff for Operations and Training: *NATO's needs to adapt in a fast changing environment*;

**General (ret.) Teodor FRUNZETI**, PhD, Adviser, Department of National Security, Presidential Administration: *Cohesion and solidarity, fundamental values of NATO*;

**Brigadier General Cristian BIZADEA**, Deputy Director of SRI: *NATO's future taking in consideration the new security challenges*;

**Silviu NATE**, Director, Global Studies Centre, "Lucian Blaga" University, Sibiu: *Conceptual and Practical Limitations of the Idea of European Army*.

#### **Panel 4: Security and Intelligence**

**11.00-12.15, 12.30-14.00, Marble Hall**

**Panel Theme:** Evolution of the Security Environment under the Circumstances of Hybrid Confrontations.

Panel Sessions (lectures delivered by contributors).

**Moderator: Colonel Cosmin OLARIU**, PhD, Senior Lecturer, "Carol I" National Defence University;

**General (ret.) Ștefan DĂNILĂ**, PhD, former Chief of Defence Staff: *Intelligence assessment and decision making: green men between constraints and duties*;

**Colonel Constantin SPÎNU**, Chief of the Information and Public Relations Directorate, ROU MoD: *Public Affairs and Fake News. A Practitioners' Perspective*;

**Alexandru GEORGESCU**, PhD, National Institute for Research and Development in Informatics ICI Bucharest: *Resilience on the 2050 Horizon. Space Security*;

**Cătălin ZETU**, Chief Cyber Attacks Office, Romanian Central Cybercrime Unit, General Inspectorate of the Romanian Police: *Influence of cybercrime to the national security*;

**Alexandra SARCINSCHI**, PhD, Scientific Researcher, Centre for Defence and Security Strategic Studies within the “Carol I” National Defence University: *The migrant crisis and implications in the European security environment*.

### **Panel 5: Military Theory and Art**

**10.45-12.15; 12.30 – 14.00, Alba Iulia Hall**

**Panel Theme:** Contemporary Military Phenomenon: Challenges and Trends.

Parallel Panel Session (lectures delivered by contributors).

**Moderator: Captain (N) Cristian BOGDAN**, Deputy Chief of the Strategic Planning Directorate, ROU Defence Staff;

**Major General (ret.) Florian RĂPAN**, PhD, Dean of the Political Science Faculty within the “Dimitrie Cantemir” Christian University: *Symmetry and Asymmetry in Recent Military Conflicts*;

**Colonel Dorin PLEȘCAN**, Deputy Chief of the Doctrine and Training Directorate, ROU Defence Staff: *Rethinking the way of military power projection, taking in consideration the technological revolution*;

**Colonel (AF) Laurențiu POPESCU**, PhD, Professor, “Carol I” National Defence University: *Considerations regarding the Integration in the Near Future of the Unmanned Aerial Vehicles in the Military Actions*

**Colonel Constantin NICOLAESCU**, PhD, Land Forces Staff: *Hybrid Techniques in Modern Warfare*;



**Colonel (AF) Nicolae CREȚU**, PhD, Air Force Staff: *Influence of Technological Revolution on Military Strategy*.

**Panel 6: Defence Resources Management**

**10.45-12.15; 12.30 – 14.00, Mirrors Hall**

**Panel Theme:** Defence Resource Management in Allied Context.

Parallel Panel Session (lectures delivered by contributors).

**Moderator: Colonel (ret.) Toma PLEȘANU**, PhD, Professor, Land Forces Academy;

**Major General Teodor INCICAȘ**, PhD, Deputy Chief of Defence Staff for Resources: *Ensuring of Resources, Between Plans and Reality*;

**Brigadier General Nicolae MARIA-ZAMFIRESCU**, Chief of the Communication and Information Technology Directorate: *Federated Mission Networking*;

**General (ret.) Mihail ORZEȚĂ**, PhD, Professor, “Apollonia” University, Iași: *Human Resource – the Most Important Component of Combat Capability of Armed Forces*;

**Colonel Horea PUȘCĂU**, PhD, Land Forces Staff: *Disruptive Technologies Role in the Defence Resource Management Transformation*;

**Colonel (ret.) Professor Nicolae IANCU**, PhD, President of the Integrated Intelligence, Defence and Security Solutions/I2DS2: *Development Trends in the New European Military Capabilities*.

**Panel 7: Military History**

**Panel Theme:** Romanian Military Thinking: from the theoretical concept, to the operational practice.

Parallel Panel Session.

**10.45-12.15; Nicolae Grigorescu Hall**

**Moderator: Major General (ret.) Mihail E. IONESCU**, PhD, Director of the Institute for Political Studies of Defence and Military History;

**Petre OTU**, PhD, Deputy Director, Institute for Political Studies of Defence and Military History: *Aspects of Romanian Military Thinking in the Early 20<sup>th</sup> Century*;

**Colonel (ret.) Constantin HLIHOR**, PhD, Dean of the Faculty of History of the “Dimitrie Cantemir” Christian University: *The New Type of Warfare in the International Policy Future Confrontations*;

**Colonel Florin ȘPERLEA**, PhD, Editor in Chief, Military Observer: *Strategic thinking of Romanian military leadership between the two world wars*;

**Ion GIURCĂ**, PhD, Professor, “Carol I” National Defence University: *Strategic Command Structures in the Campaign for the Defence of the Great Unification*;

**Colonel Adrian LESENCIUC**, PhD, Professor, Romanian Air Force Academy: *Romanian Military Thinking from Clausewitzian Perspective*.

### **Panel 8: Military History**

**Panel Theme:** Portraits of Romanian Military Leaders.

Parallel Panel Session.

**12.30 – 14.00; Nicolae Grigorescu Hall**

**Moderator: Petre OTU**, PhD, Deputy Director, Institute for Political Studies of Defence and Military History;

**Colonel Liviu CORCIU**, Director, National Military Archives: *General Alexandru Ioanițiu*;

**Colonel Gabriel PĂTRAȘCU**, PhD, National Military Archives: *Brigadier General Gheorghe Dabija*;

**Colonel (AF) (r.) Jănel TĂNASE**, PhD, Lecturer, ”Henri Coandă” Air Force Academy: *General aviator Alexandru Sahini*;

**Florian BICHIR**, PhD, Lecturer, “Carol I” National Defence University: *General Ioan Dumitrache*.

## CONTRIBUTING PAPERS

### SECURITY AND INTELLIGENCE

1	<p><i>NON CONVENTIONAL THREATS AND THE NEW TYPES OF CONFLICTS OF HYBRID NATURE IN THE 21-ST CENTURY</i></p> <p><b>Iulian CHIFU</b></p> <p>“Carol I” National Defence University, Bucharest</p>
2	<p><i>TECHNOLOGY – INFLUENCING FACTOR OR FACILITATOR OF GEOPOLITICAL ANALYSIS</i></p> <p><b>Antonia COLIBĂȘANU</b></p> <p>Geopolitical Futures</p>
3	<p><i>STRATEGIC AUTONOMY OF THE EUROPEAN UNION IN THE CONTEXT OF THE NATO RELATIONSHIP – A COMPREHENSIVE APPROACH –</i></p> <p><b>Corneliu POSTU*</b> <b>Andrea-Daniela CIUREA**</b></p> <p>*Defence Staff, Bucharest, Romania **National University of Political Studies and Public Administration, Bucharest, Romania</p>
4	<p><i>THE TWO CANALS AND NATO’S WILD CARDS IN THE PONTO-BALTIC ISTHMUS</i></p> <p><b>Adrian-Vasile POPA</b></p> <p>“Mihai Viteazul” National Intelligence Academy, Bucharest, Romania</p>
5	<p><i>ARCTIC – A DISPUTED TERRITORY, OF A “NEW GEOPOLITICAL GREAT GAME”</i></p> <p><b>Vasile CERBU, Valentin CIORANU</b></p> <p>2<sup>nd</sup> Infantry Division, Buzău, Romania</p>

6	<p><i>A RETROSPECTIVE GLIMPSE ON THE CONFLICT IN UKRAINE</i></p> <p><b>Alexandru HERCIU</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
7	<p><i>SOCIAL MEDIA AS HYBRID WARFARE TOOL: PUTTING NATO AND RUSSIA INFORMATIONAL STRATEGIES IN CONTEXT</i></p> <p><b>Iulia ANGHEL</b></p> <p>Faculty of Communication Sciences, Ecological University of Bucharest, Romania</p>
8	<p><i>THE NEW PROFILE OF EUROPEAN COOPERATION IN THE FIELD OF DEFENCE</i></p> <p><b>Dragoş ILINCA</b></p> <p>Institute of Political, Defence and Military History Studies, Bucharest, Romania</p>
9	<p><i>INSTITUTIONAL ADAPTATION IN THE SECURITY ENVIRONMENT. A CASE STUDY ON THE CONCEPT OF “SOCIAL NETWORK”</i></p> <p><b>Dan MAZĂRE</b></p> <p>“Mihai Viteazul” National Intelligence Academy, Bucharest, Romania</p>
10	<p><i>DYNAMICS AND TRANSATLANTIC COOPERATION IN THE FIELD OF ENERGY SECURITY</i></p> <p><b>Ioan MANCI, Mihai-Ionuţ RUSU</b></p> <p>“Babeş-Bolyai” University, Cluj-Napoca, Romania</p>
11	<p><i>A REALISTIC APPROACH TO POWER RELATIONS BETWEEN US AND RUSSIA IN THE CONTEXT OF THE CURRENT WORLD ORDER</i></p> <p><b>Eugen LUNGU</b></p> <p>“Titu Maiorescu” University, Bucharest, Romania</p>

12	<p><i>GROWING US – IRAN TENSIONS INCREASE THE VOLATILITY IN THE PERSIAN GULF REGION</i></p> <p><b>Adriana SAULIUC</b> Conflict Prevention and Early Warning Centre, Bucharest</p>
13	<p><i>ENVIRONMENTAL SECURITY, PART OF NATIONAL AND EUROPEAN SECURITY: THE STRATEGIC DIMENSION OF THE NATIONAL AND EUROPEAN FOREST AREA</i></p> <p><b>Mădălina Virginia ANTONESCU</b> University of Bucharest, Romania</p>
14	<p><i>FOOD SECURITY, IN THE CONTEXT OF A GLOBAL FOOD CRISIS AND CLIMATE CHANGE – SOME CONSIDERATIONS</i></p> <p><b>Mădălina Virginia ANTONESCU</b> University of Bucharest, Romania</p>
15	<p><i>INTELLIGENCE EDUCATION – STRATEGIC INNOVATION</i></p> <p><b>Dan COLESNIUC</b> Ministry of National Defence, Bucharest, Romania</p>
16	<p><i>THE IMPLICATIONS OF ILLEGAL MIGRATION AND REFUGEES ON EUROPEAN SECURITY</i></p> <p><b>Alexandru PETERCĂ</b> Land Forces Staff, Bucharest, Romania</p>
17	<p><i>THE IMPACT OF ARTIFICIAL INTELLIGENCE ON SECURITY</i></p> <p><b>Ion-Marius NICOLAE</b> Land Forces Staff, Bucharest, Romania</p>
18	<p><i>CYBER SECURITY – THE GREAT CHALLENGE OF THE 21<sup>ST</sup> CENTURY</i></p> <p><b>Petru-Viorel ENE</b> Department for Parliament Liaison and Personnel Welfare, MoD, Bucharest, Romania</p>

19	<p><i>BLACK SEA MILITARIZATION</i></p> <p><b>Marius ȘERBESZKI</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
20	<p><i>THE BLACK SEA REGION, AREA OF GEOPOLITICAL CHANGES</i></p> <p><b>Vasile CERBU, Valentin CIORANU</b></p> <p>2<sup>nd</sup> Infantry Division, Buzău, Romania</p>
21	<p><i>INNOVATION, PROTECTION OF A MILITARY CHARACTER INFORMATIONS GUARANTEE IN THE INFORMATIONAL SOCIETY BASED ON TECHNOLOGIES</i></p> <p><b>Lucian SCÎRTOCEA</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
22	<p><i>PSYCHOLOGICAL IMPACT OF CYBERTERRORISM</i></p> <p><b>Anca SAVU*, Florentina-Ștefania NEAGU**</b></p> <p>* “Carol I” National Defence University, Bucharest, Romania</p> <p>** Academy of Economical Studies, Bucharest, Romania</p>
23	<p><i>FAKE NEWS IN THE 21<sup>st</sup> CENTURY</i></p> <p><b>Antonia MARIS</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
24	<p><i>FAKE NEWS – THREAT TO NATIONAL SECURITY AND DEFENSE</i></p> <p><b>Sorina Ana MANEA</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
25	<p><i>BENEFITS AND RISKS IN THE FIELD OF ARTIFICIAL INTELLIGENCE</i></p> <p><b>Petru-Viorel ENE</b></p> <p>Department for Parliament Liaison and Personnel Welfare, Bucharest, Romania</p>

26	<p><i>TRENDS ON THE EVOLUTION OF HYBRID CONFLICTS</i></p> <p><b>Alexandru HERCIU</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
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**MILITARY THEORY AND ART**

1	<p><i>SYMMETRY AND ASYMMETRY IN RECENT MILITARY CONFLICTS</i></p> <p><b>Florian RĂPAN</b></p> <p>„Carol I” National Defence University, Bucharest, Romania</p>
2	<p><i>RED TEAM – CRITICAL THINKING MAIN TOOL IN THE OPERATIONS PLANNING PROCESS</i></p> <p><b>Silviu CONSTANTINIANU</b></p> <p>Naval Forces Staff, Bucharest, Romania</p>
3	<p><i>FORMALIZING THE INFORMATION WARFARE</i></p> <p><b>Alin-George IONESCU</b></p> <p>“Samoilă Mârza” Romanian PSYOPS Centre, Bucharest, Romania</p>
4	<p><i>ANTI-AIRCRAFT DEFENSE AND HYBRID THREATS</i></p> <p><b>Florin STAFI</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
5	<p><i>THE INFLUENCE OF CYBER DEFENCE OFFENSIVE ACTIONS ON MILITARY CONFLICTS</i></p> <p><b>Vasile-Cristian ONESIMIUC</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
6	<p><i>STRATEGIC INTEREST OF THE RUSSIAN FEDERATION IN THE MIDDLE EAST - PART OF A “MASKIROVKA” TYPE STRATEGY</i></p> <p><b>Ștefan MARIAN, Alexandru PINTILI</b></p> <p>Ministry of National Defence, Bucharest, Romania</p>

7	<p><i>CONCEPTS SPECIFIC TO AMPHIBIAN AND RIVERINE OPERATIONS</i></p> <p><b>Lucian Valeriu SCIPANOV</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
8	<p><i>VULNERABILITIES AND THREATS FROM THE VIRTUAL SPACE vs. SECURITY ARCHITECTURES AT DIFFERENT LEVELS</i></p> <p><b>Vasile Florin POPESCU</b></p> <p>“Samoilă Mârza” Romanian PSYOPS Centre, Bucharest, Romania</p>
9	<p><i>C5ISR-D REVOLUTIONARY SYSTEMS AND PROCESSES</i></p> <p><b>Vasile Florin POPESCU</b></p> <p>“Samoilă Mârza” Romanian PSYOPS Centre, Bucharest, Romania</p>
10	<p><i>MOBILE APPS – OUR BEST FRIEND AND IN THE SAME TIME BIGGEST ENEMY</i></p> <p><b>Andrei BLAGU</b></p> <p>“Samoilă Mârza” Romanian PSYOPS Centre, Bucharest, Romania</p>
11	<p><i>CONSIDERATIONS REGARDING THE INTEGRATION IN THE NEAR FUTURE OF THE UNMANNED AERIAL VEHICLES IN THE MILITARY ACTIONS</i></p> <p><b>Laurențiu-Răducu POPESCU</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
12	<p><i>IMPLICATIONS OF TECHNOLOGICAL DEVELOPMENT ON SAFETY AND EFFICIENCY IN AERONAUTICAL ORGANIZATIONAL PROCESSES</i></p> <p><b>Valentin-Marian IORDACHE</b></p> <p>Air Force Staff, Bucharest, Romania</p>



13	<p><i>CONSEQUENCE MANAGEMENT, CRITICAL INFRASTRUCTURE AND ART OF THE MILITARY OPERATIONAL PLANNING</i></p> <p><b>Daniel ROMAN</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
14	<p><i>STRATEGIC COMMUNICATION, PRE-STAGE OF MILITARY STRATEGY FORMULATION. COLLECTIVE IRRATIONALITY, A FACTOR IN MAKING STRATEGIC DECISIONS</i></p> <p><b>Dan CRIȘAN</b></p> <p>“Babeș-Bolyai” University, Cluj-Napoca, Romania</p>
15	<p><i>USE OF PERFORMANCE KEY INDICATORS (KPI) AS USEFUL DECISION-MAKING TOOLS AND PERFORMANCE IMPROVEMENT IN ACCEPTANCE OF THE BALANCED SCORECARD CONCEPT</i></p> <p><b>Gheorghe MARCU*</b>, <b>Radu-Mihai OANȚĂ**</b>, <b>Toma PLEȘANU***</b>, <b>Cătălin BURSUC****</b></p> <p>* “Carol” National Defence University, Bucharest, Romania ** “Carol” National Defence University, Bucharest, Romania *** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania **** “Carol I” National Defence University, Bucharest, Romania</p>
16	<p><i>STRATEGIC MAP – PLANNING INSTRUMENT FOR THE SUCCESSFUL IMPLEMENTATION OF THE TRANSFORMATION STRATEGY IN ACCEPTANCE OF THE SCORECARD BALANCE CONCEPT</i></p> <p><b>Gheorghe MARCU*</b>, <b>Radu-Mihai OANȚĂ**</b>, <b>Toma PLEȘANU***</b>, <b>Sorin-Gheorghe PÎNZARIU****</b></p> <p>* “Carol I” National Defence University, Bucharest, Romania ** “Carol” National Defence University, Bucharest, Romania *** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania **** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>

17	<p><i>THE USE OF QFD IN BUILDING UP A KNOWLEDGE BANK IN THE FIELD OF DEFENSE, PUBLIC ORDER AND NATIONAL SECURITY</i></p> <p><b>Radu-Mihai OANȚA*</b>, <b>Gheorghe MARCU**</b>, <b>Ghiță BARSAN***</b>, <b>Toma PLEȘANU****</b></p> <p>* “Carol I” National Defence University, Bucharest, Romania  ** “Carol I” National Defence University, Bucharest, Romania  *** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania  **** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>
18	<p><i>THE USE OF TANKS IN MAIN MILITARY CONFLICTS</i></p> <p><b>Nicolae PLEȘANU*</b>, <b>Ghiță BARSAN**</b>, <b>Sorin-Gheorghe PÎNZARIU***</b></p> <p>* “Carol I” National Defence University, Bucharest, Romania  ** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania  *** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>
19	<p><i>THE USE OF KNOWLEDGE BANK TECHNOLOGIES AND SERVICES PROVIDED FOR THE FIELD OF DEFENSE, PUBLIC ORDER AND NATIONAL SECURITY</i></p> <p><b>Radu-Mihai OANȚĂ*</b>, <b>Gheorghe MARCU**</b>, <b>Toma PLEȘANU***</b>, <b>Marinel-Adi MUSTAȚĂ****</b></p> <p>* “Carol I” National Defence University, Bucharest, Romania  ** “Carol I” National Defence University, Bucharest, Romania  *** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania  **** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>
20	<p><i>THE INFLUENCE OF THE CHARACTERISTICS OF THE FUTURE CONFLICTS ON THE CONFIGURATION OF THE TANK STRUCTURES IN ROMANIAN LAND FORCES</i></p> <p><b>Nicolae PLEȘANU*</b>, <b>Ghiță BARSAN**</b>, <b>Sorin-Gheorghe PINZARIU***</b></p> <p>* “Carol I” National Defence University, Bucharest, Romania  ** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania  *** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>

21	<p><i>A STUDY ON THE CAPABILITIES OF UNCONVENTIONAL OPERATIONAL ELEMENTS, THE WEIGHT CENTER OF HYBRID THREATS</i></p> <p><b>Costinel Nicolae MAREȘI</b>  “Carol I” National Defence University, Bucharest, Romania</p>
22	<p><i>REALITIES AND TRENDS IN THE EVOLUTION OF THE NAVAL CYBERNETIC SECURITY CONCEPT</i></p> <p><b>Sebastian-Gabriel POPESCU</b>  Naval Forces Staff, Bucharest, Romania</p>

### DEFENCE RESOURCES MANAGEMENT

1	<p><i>HUMAN RESOURCE – THE MOST IMPORTANT COMPONENT OF COMBAT CAPABILITY OF ARMED FORCES</i></p> <p><b>Mihail ORZEAȚĂ</b>  “Apollonia” University, Iași, România</p>
2	<p><i>THE NEED FOR AN INTERNAL MANAGEMENT CONTROL APPLICATION FOR MILITARY ORGANISATIONS</i></p> <p><b>Carmen Maria IEPURE*</b>, <b>Elena CLENCI**</b>,  <b>Toma PLEȘANU***</b></p> <p>* “Carol I” National Defence University, Bucharest, Romania  ** “Carol I” National Defence University, Bucharest, Romania  *** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>
3	<p><i>MANAGEMENT OF HUMAN RESOURCES THROUGH INTERNAL MANAGEMENT CONTROL STANDARDS</i></p> <p><b>Carmen Maria IEPURE*</b>, <b>Elena CLENCI**</b>,  <b>Toma PLEȘANU***</b></p> <p>* “Carol I” National Defence University, Bucharest, Romania  ** “Carol I” National Defence University, Bucharest, Romania  *** “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>

4	<p><i>NORWAY – MODELS OF REFORMS IN THE FIELD OF MILITARY EDUCATION AND DEFENSE</i></p> <p><b>Olivian STĂNICĂ</b> Defence Staff, Bucharest, Romania</p>
5	<p><i>QUO VADIS ROMANIAN DEFENCE INDUSTRY?</i></p> <p><b>Lucian IVAN</b> Ministry of Interior, Bucharest, Romania</p>
6	<p><i>IMPLICATIONS OF UTILIZING UNSCR 1325 “WOMEN, PEACE AND SECURITY” AGENDA FOR THE CONDUCT OF INTERNATIONAL MILITARY OPERATIONS AND MISSIONS IN THE CONTEXT OF THE NEW SECURITY PARADIGM</i></p> <p><b>Silvia STANCIU</b> “Carol I” National Defence University, Bucharest, Romania</p>
7	<p><i>IMPROVING PERFORMANCE AND RISK MANAGEMENT IN PROCUREMENT BY DEVELOPING A COMMON PLATFORM AT THE MINISTRY OF NATIONAL DEFENSE</i></p> <p><b>Alexandra-Ioana MARIAN</b> Land Forces Staff, Bucharest, Romania</p>
8	<p><i>SMART DEFENCE AND POOLING &amp; SHARING TWO CONCEPTS, ONE GOAL. INFLUENCES UPON ROMANIAN MILITARY ARCHITECTURE</i></p> <p><b>Anamaria ZUGRAVU</b> Land Forces Staff, Bucharest, Romania</p>
9	<p><i>REPRODUCTIVE LEADERSHIP – THE DIFFERENCE BETWEEN “STRAIGHT AHEAD” AND “FAST FORWARD”</i></p> <p><b>Mihai DĂIESCU, Radu PRIOTEASA</b> “Carol I” National Defence University, Bucharest, Romania</p>
10	<p><i>MYERS&amp;BRIGGS TYPE INDICATOR (MBTI) AND MILITARY LEADERS</i></p> <p><b>Marius SUCIU, Mihai DĂIESCU</b> “Carol I” National Defence University, Bucharest, Romania</p>

11	<p><i>HOW DO WE BUILD THE NEXT GENERATION OF BATTALION COMMANDERS?</i></p> <p><b>Radu PRIOTEASA, Marius SUCIU</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
12	<p><i>METHODS AND TECHNIQUES OF ANALYSIS FOR THE EFFICIENCY OF MILITARY EXPENDITURE</i></p> <p><b>Anghel ION*, Cezar VASILESCU**</b></p> <p>*Joint Forces Command, Bucharest, Romania ** “Carol I” National Defence University, Bucharest, Romania</p>

### MILITARY HISTORY

1	<p><i>ASPECTS OF ROMANIAN MILITARY THINKING IN THE EARLY 20<sup>TH</sup> CENTURY</i></p> <p><b>Petre OTU</b></p> <p>Institute for Political Studies of Defence and Military History</p>
2	<p><i>STRATEGIC LEVEL COMMAND STRUCTURES DURING THE CAMPAIGN IN THE DEFENCE OF THE GREAT UNION</i></p> <p><b>Ion GIURCĂ</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>
3	<p><i>“OLD” OR A NEW TYPE OF WAR IN THE FUTURE CONFRONTATIONS IN INTERNATIONAL POLICY? A GEOPOLITICAL AND HISTORICAL PERSPECTIVE</i></p> <p><b>Constantin HLIHOR*, Andi BĂNCILĂ**</b></p> <p>* “Dimitrie Cantemir” Christian University ** “Ferdinand I” Technical Military Academy</p>
4	<p><i>EXCERPTS FROM ROMANIAN MILITARY THINKING. THE POLITICAL-STRATEGIC VISION ON THE (NORTHERN) DOBRUDJA: 1878-1913</i></p> <p><b>George Daniel UNGUREANU</b></p> <p>National Military Archives – Central Archive Depot, Pitești, România</p>

5	<p><i>THE CONCEPTION OF THE ROMANIAN GENERAL STAFF ON THE DEFENSE OF THE DOBRUDJA AT THE BEGINNING OF THE XX CENTURY</i></p> <p><b>Ion RÎȘNOVEANU</b> National Military Archives, Bucharest, Romania</p>
6	<p><i>THE NATIONAL MILITARY PAST REFLECTED IN “MILITARY ROMANIA” AND “ROMANIAN MILITARY THINKING”</i></p> <p><b>Mircea TĂNASE</b> “Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania</p>
7	<p><i>EXTERNAL INFORMATIVE COLLABORATION DURING THE DICTATORSHIP OF KING CHARLES II (1938-1940)</i></p> <p><b>Alin SPÂNU</b> University of Bucharest</p>
8	<p><i>THE ARMY’S SITUATION AT THE RETURN OF ROMANIA TO THE FIRST WORLD WAR ON OCTOBER 28/NOVEMBER 10, 1918</i></p> <p><b>Daniel Silviu NICULAE</b> “Carol I” National Defence University, Bucharest, Romania</p>
9	<p><i>THE HYBRID WAR INITIATED BY THE RUSSIAN FEDERATION IN THE REPUBLIC OF MOLDOVA</i></p> <p><b>Anatol MUNTEANU</b> The Cultural-Historical Association Bucharest-Chișinău</p>
10	<p><i>THE MILITARY ORGANIZATION OF THE DOBRUDJA WITH THE PURPOSE OF DEVELOPING SUSTAINABLE SECURITY AT THE EAST EUROPEAN GRANITE (1853-2018)</i></p> <p><b>Constantin SCURTU</b> “Ferdinand I” National Military Museum, Bucharest, Romania</p>
11	<p><i>BOLSEVIC HUNGARY AND THE ESTABLISHMENT OF THE BANAT REPUBLIC</i></p> <p><b>Florian BICHIR</b> “Carol I” National Defence University, Bucharest, Romania</p>

12	<p><i>GENERAL ALEXANDRU IOANIȚIU. FROM THE HISTORICAL SERVICE OF THE ARMY TO THE GENERAL STAFF</i></p> <p><b>Liviu CORCIU</b></p> <p>National Military Archives, Bucharest, Romania</p>
13	<p><i>ROMANIA AND POLAND DURING 1939-1940. A COMMON DESTINY OF TWO COUNTRIES FROM THE BUFFER ZONE OF THE BALTIC-PONTIC ISTHMUS</i></p> <p><b>Dan PRISĂCARU</b></p> <p>“Ferdinand I” National Military Museum, Iași branch, Romania</p>
14	<p><i>ROMANIAN NAVAL OFFICERS SENT TO STUDIES ABROAD (1925-1928)</i></p> <p><b>Marius-Laurențiu ROHART</b></p> <p>Romanian Navy Museum, Constanța, Romania</p>
15	<p><i>AIR FORCE GENERAL ALEXANDRU SAHINI, THEORIST OF ROMANIAN MILITARY AERONAUTICS</i></p> <p><b>Jănel TĂNASE</b></p> <p>”Henri Coandă” Air Force Academy, Brașov, Romania</p>
16	<p><i>GHEORGHE DABIJA – SOLDIER, DIPLOMAT AND WRITER</i></p> <p><b>George PĂTRAȘCU</b></p> <p>National Military Archives, Bucharest, Romania</p>
17	<p><i>GENERAL IOAN DUMITRACHE, PORTRAIT OF A LEGEND</i></p> <p><b>Florian BICHR</b></p> <p>“Carol I” National Defence University, Bucharest, Romania</p>

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