

# **MASTER OF SCIENCE IN INTERNATIONAL RESOURCE PLANNING AND MANAGEMENT**

---

## **FEASIBILITY OF AN ALL-VOLUNTEER ARMED FORCE IN TURKEY**

**Kurt Erdogan-First Lieutenant, Turkish Army  
B.A., Turkish Army Military Academy, 1996**

**Master of Science in International Resource Planning and Management-June 2001**

**Advisor: David R. Henderson, Graduate School of Business and Public Policy**

**Second Reader: Mark J. Eitelberg, Graduate School of Business and Public Policy**

Turkey is in the middle of the three most problematic regions of the world. Therefore, it maintains one of the largest militaries in the world. To man such a big army, the conscription system has been used for the last century. However, this study shows that conscription is not the best system for Turkey's defense needs. The most valuable resource of Turkey, manpower, is not efficiently allocated in the defense sector. An all-volunteer force provides an effective defense without additional cost. This study also argues that population growth will force the government to find an alternative to the current universal draft system. To reduce the effect of population growth, the government has been using a selective monetary service in the last two decades. But, this temporary solution cannot survive for a long time.

This study concludes that an all-volunteer force can bring efficiency to the defense department. It can increase the personnel quality and military readiness.

**DoD KEY TECHNOLOGY AREA:** Manpower, Personnel, and Training

**KEYWORDS:** All-Volunteer Force

## **IMPLEMENTING THE DEFENSE RESOURCE MANAGEMENT MODEL IN EMERGING DEMOCRACIES**

**Tamas Hegedus-Lieutenant Colonel, Hungarian Air Forces  
B.S., Kiev Civil Aviation University, 1983**

**Master of Science in International Resource Planning and Management-June 2001**

**Advisors: Roger Evered, Graduate School of Business and Public Policy**

**William Haga, Graduate School of Business and Public Policy**

This thesis examines the political, organizational and cultural barriers to the implementation of the U.S. Defense Resource Management Model (DRMM) decision support system by the Ministry of Defense in Hungary between 1995 and 2000. It surveys the heritage of the Warsaw Pact alliance on military planning in Hungary prior to 1989. A detailed description of the DRMM system is provided along with an implementation history of DRMM in Hungary. Factors in the implementation failure are examined and suggestions are offered for improving the management of software and systems implementation in the future.

**DoD KEY TECHNOLOGY AREA:** Computing and Software

**KEYWORDS:** Information Technology Implementation in the Military

---

## **INTERNATIONAL RESOURCE PLANNING AND MANAGEMENT**

---

### **PROGRAM BUDGETING TO IMPROVE DECISION MAKING AND RESOURCE PLANNING IN ESTONIAN DEFENSE**

**Aldo Kask-Civilian, Ministry of Defense of Estonia  
B.A., Tartu University, 1995**

**Master of Science in International Resource Planning and Management-June 2001**

**Advisor: Jerry McCaffery, Graduate School of Business and Public Policy**

**Second Reader: Lawrence R. Jones, Graduate School of Business and Public Policy**

The thesis examines the linkage between budgeting, budget structure and decision making, discusses different functions a budget must fulfill and identifies criteria a budget structure should meet to support rational decision making. An examination of the most common budgeting approaches and the budget formats they use follows. As a result of this examination a mission-based program budget format emerges as the most suitable format for rational decision making at the top of organizations.

After identifying missions of the current military strategy, goals of the Estonian defense, and the structure of the current defense budget, the thesis analyses the strengths and weaknesses of the current defense budget structure and concludes that although it scores high on one major budgeting function – control - it does not support rational decision making at the top of Estonian defense establishment. To improve the situation the thesis identifies several alternative ways to structure and present budgetary information and assesses their strengths and weaknesses. And finally, some suggestions for further research conclude the study.

**DoD KEY TECHNOLOGY AREA:** Budget Format and Process

**KEYWORDS:** Estonia, Budget Structure (Format), Rational Decision Making, Program Budgeting, Mission Budgeting, Performance Budgeting, Zero-Based Budgeting, Line Item Budgeting, Incremental Budgeting, Planning, Programming and Budgeting Systems (PPBS)

### **FEDERALISM IN INDONESIA**

**Aditya Kumara-Lieutenant Junior Grade, Indonesian Navy  
B.S., University of Indonesia, 1995**

**Master of Science in International Resource Planning and Management-June 2001**

**Advisors: Thomas Bruneau, Department of National Security Affairs**

**Roger Evered, Graduate School of Business and Public Policy**

This thesis provides a review for Indonesians about federalism, including the definition and concept, how other countries apply federalism, what the impacts of implementing federalism in Indonesia might be, and what the requirements are for Indonesia to make federalism work successfully.

Indonesia seems to meet some of the indicators for a successful federal state. It has a population of over 200 million, and its territory is spread across more than 2,000 inhabited islands. It has great linguistic and ethnic fragmentation and many religions.

The current demands for a federal system are largely the product of a feeling of injustice against the central government, and its abuse of local revenue distribution accompanied by authoritarian actions by members of the Armed Forces and other government officials. This had created an unhealthy undercurrent of resentment against the unitary system, which has been surfacing in different ways for the past several years.

In order to deal with this issue, the essence of federalism has been adopted in the new bill (No.22/1999 or Regional Government) known as “wide-ranging autonomy.” Therefore, the thesis recommends that the Indonesia government should first concentrate on the implementation of Law No.22/1999 (regional autonomy) and see how it works.

**DoD KEY TECHNOLOGY AREA:** Other (Indonesia, Federalism)

**KEYWORDS:** Federalism

---

## INTERNATIONAL RESOURCE PLANNING AND MANAGEMENT

---

### **UKRAINIAN MILITARY EDUCATION: HIGH TIME FOR REFORM**

**Kostiantyn Narkunas-Lieutenant Colonel, Ukrainian Army**

**B.S., Sumy Artillery Institute, 1986**

**Master of Science in International Resource Planning and Management-June 2001**

**Advisors: Mark J. Eitelberg, Graduate School of Business and Public Policy**

**Benjamin J. Roberts, Office of Continuous Learning**

This research demonstrates the need for change in the Ukrainian military educational system. Shaped after the Soviet style, the current military educational system is still highly specialized, with a strong emphasis on training. The traditional approach to an officer's preparation is quickly rendered obsolete by the rate of progress. Moreover, rapid and constant changes in the international and domestic environment, the emergence of new missions, technical advances, and the information revolution require a creative and adaptable educational system as well as life-long learning. Ukrainian officers today need a qualitatively new level of knowledge of international law and organizations, ethnicity and culture, economics and human rights, civil-military relations, and information technology. The military educational system bears a heavy responsibility for providing adequate knowledge to the officer corps, and it should become an agent for change.

**DoD KEY TECHNOLOGY AREA:** Other (Military Educational System)

**KEYWORDS:** Curricula, Leadership, Information Technology, Communication Skill

### **GREEK MILITARY STRATEGY: THE DOCTRINE OF DETERRENCE AND ITS IMPLICATIONS ON GREEK-TURKISH RELATIONS**

**Stergios Tsilikas-Major, Hellenic Air Force**

**B.S., Hellenic Air Force Academy, 1986**

**Master of Science in International Resource Planning and Management-June 2001**

**Advisors: Donald Abenheim, Department of National Security Affairs**

**Roger D. Evered, Graduate School of Business and Public Policy**

The invasion of Cyprus by Turkey in 1974 and the occupation of 37 percent of its territory proved to be a benchmark year for Greek-Turkish relations. Since then, new frictional issues have generated in the region, making the prospects for reconciliation harder and an all out confrontation more likely. Greek policy-makers and officials believe that Turkey has adopted an expansionist and revisionist policy over the last 25 years with the aim to alter the status quo in the region. To counter this threat, Greece is trying to build up those elements in its military doctrine and defense posture that will fulfill its security concerns.

The recent dynamics of Greek-Turkish interaction are driven by the central factor of the growing Turkish military advantage, which makes an escalation towards warfare, even if unintended, more likely. External factors, namely the U.S., NATO, and EU, that can contribute toward a de-escalatory direction, are not effective enough to guarantee the prevention of an all out confrontation in the foreseeable future.

This thesis maintains that Greece's deterrence doctrine presents, under certain conditions, a unilateral effort that may provide an additional source of stability in addition to third party mediations. It concludes that the risk of warfare will remain significant between the two countries, unless Greece succeeds to restore the strategic balance with Turkey.

**DoD KEY TECHNOLOGY AREA:** Other (National Security)

**KEYWORDS:** Greek Military Doctrine, Greek-Turkish Relations

## **INTERNATIONAL RESOURCE PLANNING AND MANAGEMENT**

---

### **AN ANALYSIS OF THE PROBLEMS AND PROSPECTS FOR ADOPTING A PPBS-LIKE SYSTEM BY THE POLISH MINISTRY OF NATIONAL DEFENSE**

**Konrad Struczyk-First Lieutenant, Polish Air Force**

**M.S., Polish Military Academy of Technology, 1996**

**Master of Science in International Resource Planning and Management-June 2001**

**Advisors: John E. Mutty, Graduate School of Business and Public Policy**

**Richard B. Doyle, Graduate School of Business and Public Policy**

This thesis analyzes the possible problems and potential benefits that the Polish Government and the Polish Ministry of National Defense (PMND) might experience if these institutions implemented a system similar to the US Planning, Programming, and Budgeting System (PPBS). The thesis provides an overview of the PPBS at the Department of Defense level including a description of the main participants. It also provides a comparison of the different processes used by the US services. This is followed by a thorough description of the Polish Budgetary System. The analysis of the two systems reveals several significant differences. These differences stem from the laws, national interests and finally from the different structures of the armed forces. Even with these differences, the analysis shows several potential benefits that support incorporating a system based on the PPBS. These benefits include a strategic planning approach toward managing scarce resources, long-term planning, and efficiencies that would ensue in the defense industry. Finally, a recommendation is made to implement a system similar to the PPBS in the Polish Ministry of National Defense.

**DoD KEY TECHNOLOGY AREA:** Other (Budget)

**KEYWORDS:** The PPBS, Defense Budget, Poland