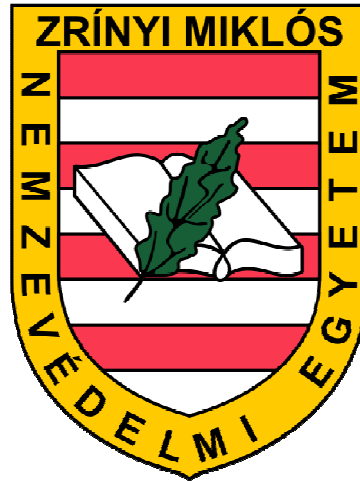


MIKLÓS ZRINYI NATIONAL DEFENSE UNIVERSITY
MILITARY SCIENCE FACULTY
MILITARY SCIENCE DOCTORIAL SCHOOL



Colonel Eng. László STICZ

The program based support of the logistical procedures

PHD DISSERTATION

THESIS SUMMARY

BUDAPEST

-2010-

Personal details

Name (rank): Colonel Eng. Laszlo STICZ

Workplace/Unit: Ministry of Defense, Development and Logistics Agency

Position: Program Management Branch, branch chief

Professional advisor: Prof. Univ. Lect. Sandor Bathy, CSc

Topic coordinator: Hon. Univ. Lect. Major General Jozsef Horvath, PhD,

The theme of research

Domain of science: Military science

Specialization of science: Military Logistics

1. The title of the theme of research

“THE PROGRAM BASED SUPPORT OF THE LOGISTICAL WORKING
PROCEDURES”

2. The formulation of the scientific problems

The building and the sustaining of the defense systems in our country and in NATO, require military capabilities from Hungary for the NATO collective defense, and specific capabilities for participating in crises response and peace keeping operations, as well as contributing to disaster relief activities. Besides these, we should be able to participate in EU led armed and peace support operations.

Based on the above mentioned requirements, we can state, that Hungary must possess military forces, which are able to deploy rapidly and sustain for a certain period of time. The forces have to be able to conduct expeditionary operations anywhere without any geographic limitations and have to be employable flexibly with a certain level of cooperative capabilities with the alliances forces. The main goal is to form philosophically modern, capability based armed forces, which are able to implement the objectives and to fulfill our commitment to the alliance and also, which can be financed appropriately.

Our NATO membership, the positive changes in the global security environment, the development of war technology enable us to reduce the personnel strength of the armed forces, but at the same time, it is really necessary to develop qualitative capabilities. To reach the goals regarding the desirable capabilities, we have to rely on the high level of the implementation of the armament development programs in form of development, modernizations and acquisitions.

In my dissertation, taking into account the fact, that the logistics is a very broad areas I focused on and analyzed only the most important element of it, which is the capability development including the armament development programs, considering the specialties of the Hungarian Portfolio Defense Planning System.

The support of the integrated logistics system by the armament development programs has a very high importance. On one hand, only a properly working system could be one of the main pillars of the armed forces currently transforming under transformation, but which, in the future, will have modern equipments, and will possess the required capabilities. On the other hand, globally in state finances, but more specifically in the defense budget there are certain levels of tension between requirements and opportunities which created an imbalanced situation.

The reaction and the preparation for the risks and challenges stated in the National Security Strategy require the execution of a series of tasks, but they can be implemented only after the determination of the priorities.

The planning and execution organizations have to face daily the problems induced by the limited resources, the continuous modifications of plans, austerities, cut-backs. For these reasons, nowadays it is very important, that the plans have very solid basis and suit the flexible reaction due to the changes in the security environment and economic situations and the opportunities.

It is obvious, that we are forced more and more often to modernize our logistic working methods and procedures, to standardize and to simplify the process, because with the help of those actions we can eliminate the problems and we can reduce the difficulties and obstacles of development in our economically limited environment.

The necessity of the research of my theme is supported by the transformation demand of the Hungarian Defense Forces (HDF) capabilities, where the main goal is the

establishment of an armed forces fit for the current and the future military requirements. During this process the main activity is the planning and implementation of the required developments to assure the desired military capabilities.

It is very clear, that we have to build up a support system, which is logically structured, which can save the resources and organizations, with simplified procedures, where there are no parallel activities, the processes are harmonized and this kind of system could provide the required bases for the planning of the necessary new capabilities for the implementation of the tasks of HDF and for the maintaining of the existing ones. In my dissertation, I concentrated on the harmonization of the development processes.

The logistics support consists of more standardized and integrated actions. Since the creation of the integrated logistics system, there have been published different and contradictory theories and publications on the analyses of the system mixing the civil and military logistics concepts and information.

Due to the contradictory analysis of the current logistics system, I think it was really necessary to systematize the information concerning the military logistics system in order to provide good bases for my research activities.

The regulations for the logistics processes have not been elaborated correctly and deeply, yet. The system would work more effective, if the procedures for the logistics processes were standardized, because currently these analyses have not been done. The implementation of modern procedures and the recording methods, the staffing procedures, introducing procedures, decision making, and the procedure of handling feedbacks, require further analysis and if it is necessary, the modification of the practice and the execution.

The system would work more effectively, if the capability based planning system, the supporting procedures, the information systems and solutions were elaborated more precisely and in a more detailed format. If the relationship between the logistics system and the military capability planning system were analyzed, moreover, if the balance and the share of responsibilities and workload were created, the capability development system would work more effectively and would be able to provide the required capabilities for the tasks of the HDF.

The responsibility for the supervision of the nationally funded, the NSIP, and multinationally financed programs are now in one organization, but the programs are planned, conducted and implemented in different methods, based on different procedures. The elimination of these negative effects is the only solution, establishing a standardized procedure in the capability development system in terms of managing and over sighting the activities.

Based on the above mentioned hypothesis, I can state, that it is really necessary to analyze deeply the three (four) kind of armament development programs in terms of their procedures and the differences, the similarities should be demonstrated. After having the results of the analysis we can formulate a joint procedure for them to reach the desired efficiency.

3. The objectives of the research of the theme

The solutions for the scientific problems interpreted in different categories are planned to be executed through the implementation of the objectives below:

- a. After reviewing the structure of the current logistics support system and analyzing the opportunities for the introduction of standardized procedures, I expected to demonstrate my elaborated proposals regarding the harmonization of working procedures.
- b. The analyses of the capability based planning procedures and its supporting systems investigate the interactions between the elements of the working procedures of the logistics system and the military capability planning, and form the appropriate balance, the correct share of actions and adequate working methods.
- c. We should use the results of the research activities in the field of capability development, the analyses of interaction of NATO, multinationally and nationally financed armament development programs which are currently part of the logistics support system, demonstration of general deficiencies, the examination and systematization of the working procedures. We should analyze the opportunity for the synchronization and the establishment of a standardized procedure and recommend concepts and manners of potential solutions. We should demonstrate and examine the

potential courses of actions. And use the recommended solutions, general proposals for the modernization of the domestic capability planning system and for the elimination of the problems discovered.

4. The method of the research

For the achievement of the objectives:

- a. During the first phase of the research I mapped the domestic and foreign relevant bibliography and my main goal was to identify the previous researches and their results usable in my analyses.
- b. After this I studied the collection of the relevant bibliographies, together with the relevant regulations (laws, decrees, orders, NATO and domestic rules, etc.) and took into consideration of their applicability. I defined then the basic definitions regarding capability planning, armament development and executed the analyses of the logistics working procedures in context of capability planning, took into consideration of the implementation of the programmed development. Based on these activities, I drew conclusions and I created the basis for the elaboration of the courses of actions.
- c. I used comprehensively the opportunities provided by the internet and the online (electronic) bibliography.
- d. I have consulted with the experts, who are currently working in this field at the National Defense University and at the Ministry of Defense, more precisely with experts, who are responsible for the management of the capability planning and for the logistics issues.
- e. I continued my research activities with seeking the solutions for the modernization of the processes, the demonstration of the potential courses of actions. I elaborated the concept solutions for the standardization and the synchronization of the working procedures, with the detailed justification of the recommended ones.

- f. In the end I compared the results of the theories and the practices, analyzed and established the proposed methods, concepts and definitions then, I tested the working procedures and justified the usability of my courses of actions.
- g. I utilized the experience acquired during my service at Allied Command Transformation as a force planner and of course during my current job as a program manager.

5. The construction of the dissertation

In the **first** chapter, in other words in the **introductory** part, after a short analyses of our security environment I sketched in the role and the place of the integrated logistics system in the capability planning area and underlined the importance of the armament development programs. After this, I determined my hypothesis and the objectives and the methods of the research.

In the **second** chapter, I analyzed the integrated logistics system, its main working procedures and their interactions. I also analyzed the situation between the organizations responsible for logistics supports in terms of their tasks, responsibilities and their relationships. I demonstrated the relationship and the interactions between the logistics working procedures and the capability planning.

In the **third** chapter, I introduced briefly the main element of the Hungarian Portfolio Defense Planning System and the pivots of its operation, then the military capability development system and the importance of the role and the place of the armament development programs and their implications.

In the **fourth** chapter, I introduced the types of the armament development programs, (nationally funded, NSIP, multinational, US FMF) and their compositions and the details of their linkages. I analyzed their operational mechanisms, and justified the difference of the planning, implementation and the regulation of the evaluation phases of the development programs.

In the **fifth** chapter, I stated the potential risks originated from the differences and determined the process, which based on the different procedures negatively influence the armament development. I made proposals for the formulation of concepts of the system modernization and in a number of cases I provided specific solutions.

In the **sixth** chapter, which is basically the **conclusion** of the dissertation, I summarized the scientific results and I drew conclusion based on my chapter conclusions, and I made proposal for the utilization of my results.

6. The summary of the results of the scientific research

The military capabilities, necessary to accomplish the national and alliances' requirements, should conciliate with NATO, harmonizing the NATO and EU force and capability dedications with the maximum level of utilization of the opportunities in the bilateral and multilateral cooperation in terms of development programs.

Definitely, the planning of the military capabilities, necessary for the HDF to accomplish its basic task, sustaining the existing ones, should be ensured by a support system built in logically whose working procedures are simple, without any parallelism, and the working procedures having with the same or similar functions are harmonized, or at least function along the same concepts.

In my dissertation I intended to elaborate the framework of these harmonized procedures through the achievement of my objectives in order to solve the problems introduced in the hypothesis.

In my dissertation, among the very complex logistics working procedures I dealt only with the most important ones, which are the capability development and the armament development, and also I elaborated courses of actions for their modernization, harmonization and standardization.

From my conclusions, I highlight only the most relevant and the most important ones:

- a. There is a definite need for further regulation in the logistics system in terms of the details of the cooperation and the tasks executions. The system is basically operational, but the working procedures should be further analyzed and based on those conclusions and there is the need for modification of practical issues, as well.
- b. Based on the modernization of the elements, the responsibilities, procedures of the logistics working processes, there are chances of modernizing the subsystems

- of the production and of the consumption logistics systems, the achievement of more effective operation of the systems, the improvement of the leaderships, and last but not least the clarification of the responsibilities and the competencies in decision making.
- c. The analyses of the interactions of the very complex logistics working processes and the elements of the capability planning is very important, because without effective logistics support, the capability planning can not reach its goals. The armament development is a very important element of the complex capability systems.
 - d. It can be stated, that the logistics system is able to operate with the assurance of specific conditions like, **regulation, financial, organizational**, and other **factual** conditions.
 - e. During the implementation of the capability based planning we have already realized, that the lack of information support system effects negatively the entirely process, that's why there is a definite need to establish and to operate a Logistics Information System.
 - f. It is a big problem, that the limitations concerning the available resources are not considered in the early phase of the planning process, so during the bigger part of the planning cycle, planners are not working based on the reality, instead they are planning things without any connection to the real possibilities. For this reason, it would be very beneficial to modify the regulation of the planning process.
 - g. I considered as a further problem, that in the previous regulation we effectively used the `**Unit documentation**`, and under the new one it is skipped, but this specific document was the real tool for the determination and the comparison of the desirable capabilities, in other words the determination of capability gaps.
 - h. It is also worth to mention the lack of `control and coordination of the implementation` phase in the new Defense Planning Process. Nowadays it is not enough just to create a plan and wait for its implementation, or its failure. On the contrary, we have to consider the changes in the security environment and in other fields and we have to react quickly and effectively. For this, there is a need to nominate an organization, which can coordinate everything, which knows our

strategies, all our goals and objectives and which is responsible for the management of the system.

- i. The required level of harmonization and synchronization can be realized only with the development of the entire system. If there are lacks of elements, the output will not be ideal and we will not be able to connect the defense development programs to the capability planning process, which still unfortunately does not exist.
- j. As the first step, it would be a practical action to clarify the bases of the capability based planning, because there are different approaches regarding the definition of capabilities. We have to determine the composition, the working method and the structure of the Hungarian capability based planning system. After analyzing operating foreign examples, we have to formulate our concepts (How should we formulate the program structure? How to build up the system? How should the management look like?) and then we can create a theoretical procedure for the development.
- k. After the creation of the theoretical procedure, we have to detail it further and should integrate into the Defense Planning System. This is a very complex and also difficult task, because the capability based planning system is a really new element of the system and it has not been tested yet, we do not have experience, etc., and the connection mechanisms are not clarified yet.
- l. After reviewing the different kind of armament development programs it can be stated, that definitely we have to harmonize them, because the capability planning will not work properly without harmonized armament development and without synchronized processes.
- m. The differences in the financing programs should not be hampering factors in the harmonization process. This is really required, because we are facing more frequently financial problems and the personnel, who are dealing with planning, are really keen on having a simplified, harmonized armament planning procedure.
- n. Based on my analysis, it can be stated, that it is undoubtedly necessary to have an elaborated, standardized document for the defense development programs, including, of course, the armament development programs, as well. It has to

- integrate the different types of developments into a **common procedure**, which would assure the **harmony** of planning, the implementation, the controlling, the evaluation and the accounting activities. Thus, the required information would be continually available for the planning organizations during the entirely strategic planning cycle, in all the phases during the process.
- o. The armament developments influence extremely the capability planning activities, since reaching the appropriate level of armaments and equipments heavily depends on the resources available and planned, and on the implementation of the armament development programs.
 - p. During the planning activities considering the life cycle cost is very important, because the implementation phase will definitely influence the planning phase in advance.
 - q. On the whole, I can state, that the harmonization should be done in five areas, as follows:
 - **Institutional** (current structure-desirable structure, proposal on modifications)
 - **Organizational** (sharing resources, sharing tasks, improving working organization, establishing information system, involvement of the Hungarian defense industry)
 - **Procedural** (The standardization of the procedures)
 - **Financial** (Elaboration and introduction of Program financing system)
 - **Regulation** (The formulation of basic concepts and procedures)
 - r. I elaborated the conceptional courses of actions and I think they will contribute to the development and the modernization of the program based capability planning system, and the elimination of the discovered problems.

7. The scientific results

My research is a scientific ambitious systematization and analyses on the theme. Based on that activity and the comparison of the theories and the practices I drew the following scientific results:

1. I systematized the modern definitions regarding logistics, through the introduction of the current logistics system. I discovered the working mechanism and the

- relations between the production and the consumption logistics systems. With this I established the perspicuity and the analyzability of the logistics system. I also formulated the new definition of the military logistic support expanded with the expression of capability development.
2. I defined and analyzed the procedure of the capability based planning activities and I pointed out the incomplete areas in the capability development system and determined the potential directions and solutions.
 3. I analyzed and systematized the different kind of armament development programs, pointed out their similarities and differences, relationships, interactions, providing solid bases for the discovery of the modernization opportunities.
 4. After analyzing the harmonization opportunities, I elaborated conceptional courses of action for the harmonized planning and implementation of the armament development programs focusing on the nationally financed, NSIP and multinationally funded development programs and their working procedures.

8. Practical results and commendations

1. This document could be a very good base for research activities, especially in the field of logistics and capability development, also it can be considered as a teaching material.
2. Currently, the building of the capability based planning is going on and my conclusions, my courses of actions could contribute to this activity.

In my opinion, my dissertation:

1. It is a starting point and base for further mapping and discovering activities in the field of the logistics system and it is also a good base for the preparation of the experts.
2. The document can be used in the higher military education in BSC and in MSC fields, also during the doctoral studies in terms of military logistics and defense planning.
3. It will definitely contribute to the efforts for the harmonization of the different types of armament development programs. (National, NSIP, Multinational)

4. It could help with the clarification and elaboration of the sub procedures and the creation of the standardized regulation for the armament development.
5. It could be a tool of providing the visibility of programs in the new system of the capability development and in the Portfolio Defense Planning System.
6. It can help with the elaboration of the new system aiming to handle the feedbacks and the changes in the environment and in the supporting mechanism.
7. It can stimulate the determination and employment of the control technique mechanism during the implementations of plans.
8. It can contribute to the creation of regulations, handbooks, and instructions.

I recommend the material of my dissertation:

1. To the experts in the Ministry of Defense, who are dealing with the planning and implementation of the armament development and capability development.
2. To the Zrinyi Miklos National Defense University and to other civilian institutes, universities and colleges as reference book and as educational material.
3. To the military and civilian experts working on R&D areas and who are interested in the capability development activities.
4. To the leaders of companies in defense industries, to integrate them more deeply into the process and involve more and more activities during the production process.

Budapest.....

Colonel Eng. Laszlo STICZ

The list of scientific publications

1. Sticz László ezredes - Dr. Papp Tibor alezredes: A hadfelszerelés fejlesztési programok helyzete a Magyar Honvédségben. (**The situation of the armament development programs in the Hungarian Defense Forces**)
Haditechnika 2007/6. (20-23. oldal.)
2. Sticz László ezredes - Dr. Papp Tibor alezredes: Mátrix alapú munkaszervezés a HM FLÜ-nél. (**The matrix based working structure in HOMOD Development and Logistics Agency**)
Katonai Logisztika 2007/4. (35-51. oldal)
3. Sticz László ezredes - Gácsér Zoltán őrnagy: Bemutatkozik a HM Fejlesztési és Logisztikai Ügynökség Program Tervezési és Vezetési Igazgatósága. (**The introduction of the Program Planning Directorate of HOMOD Development and Logistics Agency**)
Katonai Logisztika 2007/4. (139-160. oldal)
4. Sticz László ezredes: A katonai logisztikai biztosítás gyakorlata. A hadfelszerelés fejlesztési programok az integrált logisztikai rendszer munkafolyamatainak támogatásában. (**The practice of the logistics support. The armament development programs in support of the working procedures of the integrated logistics system**)
Katonai Logisztika 2008/1. (132-142. oldal)
5. Sticz László ezredes - Csák Zoltán alezredes: Az expedíciós képesség tartalmi elemei. (**The elements of the expeditionary logistics capability**)
Katonai Logisztika 2008/1. (32-41. oldal)
6. Colonel László Sticz: The Logistics Planning and the Operations Logistics Chain Management.

Academic and Applied Research in Military Science (AARMS Vol. 7, No. 3 - 2008) (Pages 485-503)

7. Sticz László ezredes - Csák Zoltán alezredes: A katonai döntéshozatali folyamat tendenciái napjainkban. (**The tendency of the military decision making process nowadays**)
Hadtudomány online 2008 3-4 szám (november) (1-15. oldal)

8. Sticz László ezredes: A program alapú haderőfejlesztés tendenciái a Magyar Honvédségben. (**The tendencies of the program based force development in the Hungarian Defense Forces**)
Hadtudományi szemle 2008. 1. évfolyam 3. szám (Hadművészet) (19-27. oldal)

9. Sticz László ezredes: Együttműködés a biztonság és a védelem kiépítéséért és fenntartásáért. 1. rész. (**Cooperation in building and sustaining of the European defense and security. Part 1.**)
Loginfó Magazin 2008. 5-6 szám. (31-32. oldal)

10. Colonel László Sticz: Cooperation in building and sustaining of the European defense and security.
Loginfó Magazin 2009. 1. szám. (Pages 20-21.)

11. Sticz László ezredes: Az expedíciós logisztika sajátosságai. (**The specification of the expeditionary logistics**)
Katonai Logisztika 2009/1. (3-26. oldal)

12. Sticz László ezredes: Az expedíciós logisztika sajátosságai. (1. rész) (**The specification of the expeditionary logistics. Part 1.**)
Haditechnika XLIII évfolyam, 2009/3. szám (75-78. oldal)

13. Sticz László mk. ezredes: Az expedíciós logisztika sajátosságai. (2. rész) (**The specification of the expeditionary logistics. Part 2.**)
Haditechnika XLIII évfolyam, 2009/4. szám (24-26. oldal)
14. Sticz László mk. ezredes: Az integrált logisztikai rendszer szervezeti és munkafolyamatai. (**The organizations and the working procedures of the integrated logistics system**)
Katonai Logisztika 2009. 2. szám (3-70. oldal)
15. Sticz László mk. ezredes: A védelmi ipar helye, szerepe a katonai képességfejlesztés folyamatában a HM Rt-k és azok privatizációja bemutatása tükrében. (**The role and the place of the defense industry in the military capability development process, through the introduction of the MOD Small Military Enterprises**)
Hadmérnök IV. évfolyam 3. szám – 2009. szeptember (375-388. oldal)
16. Sticz László mk. ezredes: A hadfelszerelés fejlesztés és a HM alapítású és felügyeletű gazdasági társaságok kapcsolatának vizsgálata az integrált logisztikai rendszer munkafolyamatai tükrében (**The analyses of the relationship between the armament development and the MOD Small Military Enterprises, through the working procedures of the integrated logistics system**)
Katonai Logisztika 2010. 1. szám
17. Sticz László mk. ezredes: A képesség alapú haderőfejlesztés és a HM alapítású gazdasági társaságok kapcsolata az integrált logisztikai rendszer munkafolyamataiban. (**The relationship between the capability based force development and the MOD Small Military Enterprises in the working procedures of the integrated logistics system**)
Logisztikai évkönyv 2010. (77-83. oldal)

May 2010

CURRICULUM VITAE



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Date of birth: 05 May 1967
Nationality: Hungarian
Marital status: Married, 1 child (1991)

Languages: **Hungarian**, mother language;

(5 - excellent; 1 - very weak)

Language	Speaking	Reading	Writing	Listening	Certificates
Russian	1	2	1	2	Basic level
French	3	3	3	3	Intermediate level
English	5	5	5	5	Advanced level-STANAG 4444

Computer literacy: ECDL

Profile:

A currently very active military officer with a wide range of experience in force planning and defence planning activities, moreover, safety and security fields obtained through the work has been conducted at national and international organisations like at the Joint Defence Staff, Ministry of Defence and at different strategic commands of NATO. Able to work on own initiative and as part of a

team, having first-class analytical, design and problem solving skills and also dedicated to maintaining high quality standards.

Education:

2007-	PhD studies, Zrínyi Miklós National Defence University, Doctorial School for Science of War.
1997-1999	Zrínyi Miklós National Defence University Faculty of Operational studies/master degree equivalent
1985-1988	Kossuth Lajos Military College Profession: Infantry military officer
1981-1985	Military Secondary School in Eger

Special trainings:

2009	Military English (STANAG 4444) language course, Bournemouth, United Kingdom,
2003	NATO Force planners course, NATO school Oberammergau, Germany.
2002	Leaders for the 21 st century course, Marshall Centre, Garmish-Partenkirchen, Germany.
2002	NATO/Partner Operational course, SHAPE School, Oberammergau, Germany.
2002	ECDL course, Budapest
2001	Military English (STANAG 3333) language course, Bournemouth, England
1997-1999	Military English afternoon language course Budapest
1996-1997	Military French intensive language course Budapest

Work experience:

2007-	Branch Chief, Ministry of Defence, Development and Logistics Agency,
2006-2007	Defence planner, Ministry of Defence, Defence Planning Department,
2003-2006	NATO force planner, Allied Command Transformation Staff Element Europe, Mons, Belgium
2001-2003	Senior Planning officer, HUMOD, J-5
2000-2001	Land Desk officer, Kosovo, Pristina, KFOR MAIN HQ (J-3)
1999-2000	Senior desk officer, Defence Planning Directorate (J-5)
1994-1996	Infantry Battalion Commander
1993-1994	Infantry Battalion COS
1992-1993	Infantry Company Commander, Rétság
1990-1992	Infantry Company Commander, Gyöngyös
1989-1990	Infantry Company Commander, Zalaegerszeg
1988-1989	Infantry Platoon Leader, Zalaegerszeg

Promotion:

2007	Colonel
2004	Lieutenant Colonel
1999	Major
1995	Captain
1992	First lieutenant
1988	Lieutenant

Qualification:

Computer skills (Word, Excel, PowerPoint, Access)
Internet
Driving Licence Category „B”

Regarding PhD studies, the area of research:

The role of the armament development programs in the integrated logistics system.

Publications:

1. Sticz László ezredes - Dr. Papp Tibor alezredes: A hadfelszerelés fejlesztési programok helyzete a Magyar Honvédségben. (**The situation of the armament development programs in the Hungarian Defense Forces**)
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- Katonai Logisztika 2008/1.** (132-142. oldal)
5. Sticz László ezredes - Csák Zoltán alezredes: Az expedíciós képesség tartalmi elemei. (**The elements of the expeditionary logistics capability**)
Katonai Logisztika 2008/1. (32-41. oldal)
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Academic and Applied Research in Military Science (AARMS Vol. 7, No. 3 - 2008) (Pages 485-503)
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9. Sticz László ezredes: Együttműködés a biztonság és a védelem kiépítéséért és fenntartásáért. 1. rész. (**Cooperation in building and sustaining of the European defense and security. Part 1.**)
Loginfó Magazin 2008. 5-6 szám. (31-32. oldal)
10. Colonel László Sticz: Cooperation in building and sustaining of the European defense and security.
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