

## **Operational Logistics The Art And Science Of Sustaining Military Operations Management For Professionals**

Since Logistics provides the direct, physical means to our ability to conduct military functions and tasks in order to reach goals and achieve objectives; shouldn't we view Operational Logistics an art form rather than an algebraic sequence of events providing material and services? Viewing Operational Logistics through the lens of The Factors of Operational Art; Time, Space, and Force, is a useful method for ascertaining the artistic nature of logistics. Time, distance and physical means apply to everything that happens in war from the strategic to the tactical. Being able to measure these factors and ascertain the best course of action is critical to Operational Art. By applying modern operational art tenets, the three Operational Factors and the Principles of War, it is quite evident that Operational Logistics is as integral part the operational planning and execution process as is the other warfighting functions such as maneuver, fires, and intelligence. Plans will be better formulated and better risk decisions are made the earlier we incorporate the ways and means of military operations as a method during the planning process.

Operational Logistics The Art and Science of Sustaining Military Operations Springer  
An introduction to financial tools and concepts from an operations perspective, addressing finance/operations trade-offs and explaining financial accounting, working capital, investment analysis, and more. Students and practitioners in engineering and related areas often lack the basic understanding of financial tools and concepts necessary for a career in operations or supply chain management. This book offers an introduction to finance fundamentals from an operations perspective, enabling operations and supply chain professionals to develop the skills necessary for interacting with finance people at a practical level and for making sound decisions when confronted by tradeoffs between operations and finance. Readers will learn about the essentials of financial statements, valuation tools, and managerial accounting. The book first discusses financial accounting, explaining how to create and interpret balance sheets, income statements, and cash flow statements, and introduces the idea of operating working capital—a key concept developed in subsequent chapters. The book then covers financial forecasting, addressing such topics as sustainable growth and the liquidity/profitability tradeoff; concepts in managerial accounting, including variable versus fixed costs, direct versus indirect costs, and contribution margin; tools for investment analysis, including net present value and internal rate of return; creation of value through operating working capital, inventory management, payables, receivables, and cash; and such strategic and tactical tradeoffs as offshoring versus local and centralizing versus decentralizing. The book can be used in undergraduate and graduate courses and as a reference for professionals. No previous knowledge of finance or accounting is required.

This book deals with complex problems in the fields of logistics and supply chain management and discusses advanced methods, especially from the field of computational intelligence (CI), for solving them. The first two chapters provide general introductions to logistics and supply chain management on the one hand, and to computational intelligence on the other hand. The subsequent chapters cover specific fields in logistics and supply chain management, work out the most relevant problems

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found in those fields, and discuss approaches for solving them. Chapter 3 discusses problems in the field of production and inventory management. Chapter 4 considers planning activities on a finer level of granularity which is usually denoted as scheduling. In chapter 5 problems in transportation planning such as different types of vehicle routing problems are considered. While chapters 3 to 5 rather discuss planning problems which appear on an operative level, chapter 6 discusses the strategic problem of designing a supply chain or network. The final chapter provides an overview of academic and commercial software and information systems for the discussed applications. There appears to be a gap between general textbooks on logistics and supply chain management and more specialized literature dealing with methods for computational intelligence, operations research, etc., for solving the complex operational problems in these fields. For readers, it is often difficult to proceed from introductory texts on logistics and supply chain management to the sophisticated literature which deals with the usage of advanced methods. This book fills this gap by providing state-of-the-art descriptions of the corresponding problems and suitable methods for solving them.

The U.S. military is one of the largest and most complex organizations in the world. How it spends its money, chooses tactics, and allocates its resources have enormous implications for national defense and the economy. The Science of War is the only comprehensive textbook on how to analyze and understand these and other essential problems in modern defense policy. Michael O'Hanlon provides undergraduate and graduate students with an accessible yet rigorous introduction to the subject. Drawing on a broad range of sources and his own considerable expertise as a defense analyst and teacher, he describes the analytic techniques the military uses in every crucial area of military science. O'Hanlon explains how the military budget works, how the military assesses and deploys new technology, develops strategy and fights wars, handles the logistics of stationing and moving troops and equipment around the world, and models and evaluates battlefield outcomes. His modeling techniques have been tested in Iraq and Afghanistan, including the methods he used to predict higher-than-anticipated troop fatalities in Iraq--controversial predictions that have since been vindicated. The Science of War is the definitive resource on warfare in the twenty-first century. Gives the best introduction to defense analysis available Covers defense budgeting Shows how to model and predict outcomes in war Explains military logistics, including overseas basing Examines key issues in military technology, including missile defense, space warfare, and nuclear-weapons testing Based on the author's graduate-level courses at Princeton, Columbia, and Georgetown universities

"I'm a huge fan of High Output Management and Setting the Table [...] Luca's Best Practices for Operational Excellence took my management to the next level. It's been almost a month since I started implementing the principles, but I can already say that I've noticed a significant improvement in my company's morale [...] That feels amazing." – Molson Hart, Viahart CEO They say about Luca's books: "A SUPERB book [...] by one of the profound thinkers in our field [behavioral economics]." – Michal G. Bartlett "This book was so helpful to my work. Opened my eyes up to some more reasons why change is so hard." – Chris Murman "A very thoughtful piece of writing, deep and wiring!" – David Krejca "Practical, directional advice." – Hari Meyyappan "A thoughtfully written book in very straightforward language." – A.L. Peevey Inside, you'll

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find the solutions to your problems as a manager: How to manage “difficult” employees? How to get your subordinates to solve their own problems? How to get more time for yourself to work on what’s important? How to introduce a culture of mutual trust, respect, and accountability, in a team which is demotivated or full of personal problems. What’s inside The 4 Principles of Operational Excellence that determine whether your organization will operate smoothly or always react to the last problem, whether your subordinates respect you and each other or operate with defensiveness and distrust. The 8 Best Practices of Operational Excellence that effective managers use weekly and monthly to ensure that the Principles are followed in practice every day, even when conditions are not optimal, even when they are not around. How to get buy-in, a roadmap for an impactful roll-out, and systems to sustain the change. This book does not let you alone with the complex reality of implementing change in a big company where multiple projects and agendas are involved. This book will help you improve the way your team works, leading to the following benefits: Less stress: as your team’s Operational Culture improves, they will learn how to solve alone problems you would have to micromanage instead. More time: as your team takes care of its own problems, you will be freed from running after emergencies and work on the things that matter. More respect: as you become a better leader, and your subordinates become better teammates, valuing each other’s work, you will become more respected and valued. More budget: as your team improves its output, your team’s bottom line contribution becomes available to be redistributed as budget and bonuses for you and your team. A better career: the skills you will learn with this book are rare and thus valuable. They will make you a more valued and respect employee, leading to a successful career. A complete playbook with best practices you can apply starting today in your company, to translate into impactful action the Principles of Operational Excellence. It includes comparisons between the actions of good managers and bad ones, lots of detailed examples, and word-by-word scripts. Other books only describe how an effective company looks like, ignoring how to get there. This book doesn’t leave you alone with the implementation. It proposes practical tactics and word-by-word scripts you can use to obtain buy-in from the Top Management and roll-out the change initiatives. **THE COMPLETE TOOLKIT FOR THE OPERATIONS MANAGERS & SUPERVISORS IN MANUFACTURING & LOGISTICS** Handle unmotivated workers and instill newfound proactivity. Get your workers to work safely, even when the boss is not looking. Get your employees to keep an orderly work-floor, even when they are not motivated. Get your quality up while decreasing the cognitive load of your workers. Manage a fast-changing company, where workers fail to keep up with growth and change. In this handbook, you will find all the procedures you need to run your operations smoothly.

"Operational Naval Logistics is devoted to the thesis that while we must expect to make new mistakes in the logistics of a future war, we should not repeat the old ones. It is a philosophical approach to the study of logistics as a command responsibility and it is dedicated to the principle that the cost of military operations can be reduced by the avoidance of past mistakes, by the adherence to proven methods and techniques, and by the conscious, unremitting effort on the part of everyone to improve the operating efficiency of our logistic support systems. In peace or war, or in the shadowy vale which lies between the two, the answer to the question of how much logistic support should

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be provided for an operation must always be "No more than absolutely necessary." "The object of Operational Naval Logistics is to challenge its readers to find better, cheaper, more efficient ways of supporting military operations. If it results in a single worthwhile saving being made, or a single better, more efficient technique being devised, it will have been well worth the effort and expense of its publication." D. B. Beary Vice Admiral, United States Navy President, Naval War College

We are excited to offer this extraordinary book loaded with great features, plus it comes with real-time value. Meticulous in its detail. Treat yourself to a wonderful mind-blowing experience in the comfort of your own home/office. This book is the benchmark of modern thought. You've found the one you've been looking for. The one you dreamed about, the quintessential book that speaks volumes about you, uncompromising, individuality, passion for excellent standards that are far about the ordinary that makes this book the one to own. Cut through the noise and focus on the essential information you need to know about... Enhanced Logistics Visibility. Now here is what separates the great logistics managers from the good logistics manager... This unique comprehensive book explores the theoretical foundations and applications of operational logistics. Logistics theory has two pillars: qualitative (Art of Logistics) and quantitative (Science of Logistics). Its focus is on the operational level of war or operational art. This significant book integrates them into a unified system. Chapter 1 presents a general introduction to the center of gravity and its impact on logistics. Chapter 2 discusses putting things in Context or Design Framework using Context Thinking. Chapter 3 discusses how to use exponential and spatial thinking to gain insights into the measurements and design framework and how to scale operational logistics. Chapter 4 discusses how to recognize what is at the heart of logistics, the logistics flow and rhythm, that exists between strategic, operational, and tactical logistics. Chapter 5 discusses Enhanced Logistics Visibility to be able to "See Over the Horizon" on your logistics network. This book is designed for libraries and scholars, supply chain managers, distribution managers, strategic, operational, and tactical planners, academics, and professionals at military service schools, staff colleges, and senior service colleges. Dr. Graham has held positions as a Logistics Officer at various levels within the military and contracting space, such as Senior Strategic Operations Planner and Joint Operational and Logistics Planner. Get your copy today!

Sustainable Production and Logistics: Modeling and Analysis Subject Guide: Engineering - Industrial & Manufacturing This book presents issues faced by planners of production and distribution operations in terms of smart manufacturing and sustainability, using efficient quantitative techniques in a variety of decision-making situations. Addressing the state-of-the-art of the smart and sustainable sides of production and distribution planning operations, it highlights how a current issue can be effectively approached and what particular quantitative technique can be used. The book goes on to provide a foundation in the new and fast-growing digital journey, and includes logistics 4.0 inside Industry 4.0, along with case studies. The information in this book is useful worldwide, especially in the Americas, Europe, Turkey, and Japan. It is written for academicians, researchers, practitioners, and students.

Smallholder farmers and pastoralists fulfil an invaluable yet undervalued role in conserving biodiversity. They act as guardians of locally adapted livestock breeds that can make use of even marginal environments under tough climatic conditions and

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therefore are a crucial resource for food security. But in addition, by sustaining animals on natural vegetation and as part of local ecosystems, these communities also make a significant contribution to the conservation of wild biodiversity and of cultural landscapes. This publication provides a glimpse into the often intricate knowledge systems that pastoralists and smallholder farmers have developed for the management of their breeds in specific production systems and it also describes the multitude of threats and challenges these often marginalized communities have to cope with.

Operational Logistics: The Art and Science of Sustaining Military Operations explores military logistics in terms of the theoretical foundations of operational logistics (OpLog) and its applications. The theoretical foundations are examined with regard to two dimensions. First, the artistic or qualitative aspects of contemporary logistics are looked at in the context of the operational level of war. These OpLog aspects include principles, imperatives and tenets, which are stated and analyzed. The second dimension relates to the scientific aspects of logistics. It is manifested by a formal network model that represents the structural and operational features of an OpLog system. Hence the book examines both artistic and scientific dimensions of military logistics and integrates the respective qualitative and quantitative aspects into a unified and definitive presentation of operational logistics. The book is intended for logisticians, commanders and military scholars. Operations-research analysts, who are interested in large-scale logistics systems, may also find interest in the book, in particular in the models that are presented in the last four chapters. Chapter 1 presents a general introduction to military logistics. Chapter 2 discusses the general structure and characteristics of logistics and describes its three levels - strategic, operational and tactical. Chapter 3 focuses on Operational Logistics (OpLog). Chapter 4 deals with the logistics planning process. Chapter 5 addresses the issue of logistics information. Chapter 6 deals with forecasting logistics demands. Chapter 7 introduces the first version of the logistics network model. Chapter 8 addresses an important property of an OpLog system - Flexibility. Chapter 9 discusses two major (and dual) issues in OpLog practice: force accumulation and medical treatment and evacuation. Chapter 10 presents an inter-temporal network optimization model that is designed to determine deployment and employment of the support chain in an OpLog system.

A United States general describes his command of the deployment of U.S. troops and supplies to the Persian Gulf in the war with Iraq and recommends his methods of leadership and resource management for use in the business world.

Why did Napoleon succeed in 1805 but fail in 1812? Were the railways vital to Prussia's victory over France in 1870? Was the famous Schlieffen Plan militarily sound? Could the European half of World War II have been ended in 1944? These are only a few of the questions that form the subject-matter of this meticulously researched, lively book. Drawing on a very wide range of unpublished and previously unexploited sources, Martin van Creveld examines the 'nuts and bolts' of war: namely, those formidable problems of movement and supply, transportation and administration, so often mentioned - but rarely explored - by the vast majority of books on military history. In doing so he casts his net far and wide, from Gustavus Adolphus to Rommel, from Marlborough to Patton, subjecting the operations of each to a thorough analysis from a fresh and unusual point of view. The result is a fascinating book that has something new to say about virtually every one of the most important campaigns waged in Europe

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during the last two centuries.

Profusely illustrated with full color maps and photographs. Center of Military History Publication number CMH 55-2. Contingency operations series. Second volume in the U.S. Army Center of Military History's Contingency Operations Series, provides an account of how Army logistics affected ground operations during the Grenada intervention and, in turn, how combat influenced logistical performance. Emphasizes the role of individuals and the decisions they made based on the necessarily incomplete and sometimes misleading information available at the time during an unexpected and short-notice contingency operation.

Logistics is a time-oriented function that regulates event-oriented operational art. This paper identifies the dominant influence of logistics at the operational level of war and the significance of this influence to the operational commander. A definition of operational art and logistics is developed to establish a basis for understanding the orientation in thinking for these two functions. Review of two historical campaigns illustrates the regulatory nature of operational logistics in both the planning and execution of operational art. Logistics influences the sequencing of the phases of a campaign, the choice of objectives, lines of operations and centers of gravity; It establishes the culminating point. The operational commander influences tactical events by his logistics decisions. At the operational level of war, logistics is operations and a function of command. Therefore, operational logistics must be synchronized with the other elements of operational art to ensure logistics is responsive to the commander's needs and maximizes his freedom of action. The operational commander must understand and account for the limitations placed upon the application of his event-oriented art by time-oriented logistics. Through logistics training and education, interest in and control of the logistics organization by the commander, he creates harmony between operational logistics and the application of operational art ... Logistics, Operational art, Operational level, Time, Event, Campaign, Concepts, Regulatory, Operational commander, Synchronize.

The emergence of recognition the operational level of warfare and the increased emphasis on joint operations within the U.S. military during the past decade has improved the country's warfighting capability and national security. The refinement of the operational art has progressed rapidly. The corresponding development of operational level logistics has lagged however. Logistics policy continues to be focused, at the strategic and tactical levels to the detriment of the operational level. More over, logistics issues tend to be viewed as scientific or quantitative exercises when the operational level demands a more artistic interpretation. Current logistics doctrine contains seven logistics principles as a corollary to the principles of war. The logistics principles span the three levels of warfare and thus do little to focus commanders' and logisticians' thought on the operational level. It is possible however, to construct a broad conceptual framework of four pillars that can help focus the thinking of operational commanders and theater logisticians. Examples of theater logistics from the Gulf War are cited to illustrate the conceptual framework.

This edited collection collates the most up-to-date and important research within the area of operations and logistics management. Boasting the combined expertise of one of the largest logistics and operations management academic teams in Europe, it provides both depth and diversity in a balanced portfolio. The

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first two sections are concerned with key contemporary issues in the subject area, providing a current and up-to-date overview of the field. Section three presents a selection of important cross-cutting themes that impinge upon and inform teaching, research and practice, while the final section includes a celebration of research highlights and showcases cutting-edge applications from leaders in the field. Invaluable to students, researchers and academics alike, this book is compulsory reading for those active within operations and logistics research.

This book examines the extent to which logistics distribution influences operational art. The study is that distribution is the essential element of logistics that facilitates operational art and that secure lines of communication (LOCs) and infrastructure are the essence of the distribution system. Theoretical, doctrinal, and historical criteria are used to analyze secure lines of communication and infrastructure to test the thesis. The analyses show the relationship they have to operational art. These findings have several implications for operational art. LOCs and infrastructure represent real world limitations that coordinated operational and distribution planning can minimize. Secure intra-theater and inter-theater LOCs are essential requirements for combat operations. Securing LOCs may reduce the number of forces available for operations. Additionally, the time spent securing LOCs gives the enemy the opportunity to improve his combat preparation. When considering branches, operational planners must prepare for unsecured LOCs or the loss of LOC security during the campaign. Operational planners must also ensure the infrastructure can support the concept of operation. This is difficult, but is an essential process. Units essential to the distribution of support must be among the first to deploy in a major regional contingency. Our army has changed from a forward-deployed to a power projection force. As a result, the importance of distribution is increasing and LOC security will be an absolute requirement. Theory, history and doctrine support this requirement. Furthermore, there is a need to increase forward deployed logistics bases to provide infrastructure necessary to receive and distribute forces being projected into theater during a crisis. Finally, pre-positioned stocks will become increasingly important for a contingency force with a strategy of power projection and crisis response. The requirement for an effective logistics distribution system is the essence of logistics support to operational art.

Fierce competition in today's global market provides a powerful motivation for developing ever more sophisticated logistics systems. This book, written for the logistics manager and researcher, presents a survey of the modern theory and application of logistics. The goal of the book is to present the state-of-the-art in the science of logistics management. As a result, the authors have written a timely and authoritative survey of this field that many practitioners and researchers will find makes an invaluable companion to their work.

The Sky Is Falling is about a 35-year-old, divorced, black female, with two children, whose job was terminated by unwanted advances. As Quashie

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struggled in her daily life, she had to deal with the uncertainty of regaining her legal funds that she was eligible for. Quashie found herself caught up with bureaucratic red tape of the firm. Even though she is down on her luck, she is strong and determined to fight with the top partner in the firm to achieve justice. *The Sky Is Falling* is about New York. A great part of the book is based on the law firm where the female works. The book deals with the mundane concerns of the office, as well as life in general, including daily life at home and sensual moments with her white boyfriend. *The Sky Is Falling* touches on the past, but deals primarily with the present. The book is enthralling and entertaining. This book is different from many other books, insofar as human interest is concerned. It's a book that touches the heart, the mind and the soul.

In today's competitive markets, considering the demand and the supply chain sides is crucial to keeping revenue and customer satisfaction maximized. Managing and planning demand play a vital role in the sustainability of a company. This is the first book to discuss managerial, mathematical, and conceptual framework of influencing factors on demand along with accurate mathematical analyses to evaluate and raise revenue. The book provides an understanding of the key elements that impact buyer demand. It presents the mathematical relationship between the influencing factors and the demand functions. It discusses the methods used for inspiring demand, how to measure demand dependency on components such as price, quality, and inventory, and it helps management improve alignment between supply and demand by affecting the level and understanding of the role within supply chain management (SCM). This book is applicable for the professional as well as for academia. It can help those working in SCM, project management, production, inventory control, scheduling, engineering management, retail management, and operations management.

This work argues that logistics in warfare is crucial to achieving strategic success. The author identifies logistical capabilities as an arbiter of opportunity, which plays a critical role in determining which side will hold the strategic initiative in war. Armies which have secured reliable resources of supply have a great advantage in determining the time and manner in which engagements take place. Often, they can fight in ways their opponents cannot. The author illustrates this point with case studies of British logistics during the Burma campaign in the World War II, American logistical innovations during the Pacific War, Communist supply methods during the American phase of the Vietnam War and the competing logistical systems of both NATO and Warsaw Pact conventional forces during the Cold War.

With 80 percent of the world's commodities being transported by water, ports are the pillars of the global economy. *Port Management and Operations* offers readers the opportunity to enhance their strategic thinking and problem-solving skills, while developing market foresight. It examines global port management practices at the regulatory, commercial, technological, operational, financial, and



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sociopolitical levels. This powerful sourcebook describes how seaports are being affected by the changes occurring nationally, regionally, and globally. Evaluating the new regulatory framework, it pinpoints the industry's implementation readiness and identifies potential problem areas. The book classifies the spectrum of interrelated port management principles, strategies, and activities in a logical sequence and under four cornerstones—Port Strategy and Structure, Legal and Regulatory Framework, Input: Factors of Production, and Output and Economic Framework. Detailing best practices and the latest industry developments, the book highlights emerging challenges for port managers and identifies opportunities to develop forward-thinking strategies. It examines the effectiveness of current strategies, tactics, tools, and resources of numerous global ports and highlights the necessity of adopting a proactive stance in harmonizing the laws, regulations, and policies pertaining to the maritime, oil, and gas industries. The shipping industry has myriad complexities and this book provides maritime managers and professionals with the wide-ranging and up-to-date understanding required to thrive in today's highly competitive and evolving environment.

John Norris shows how logistics, though less glamorous than details of the fighting itself, played a decisive role in the outcome of every campaign and battle of World War Two. The author marshals some astounding facts and figures to convey the sheer scale of the task all belligerents faced to equip vast forces and supply them in the field. He also draws on first-hand accounts to illustrate what this meant for the men and women in the logistics chain and those depending on it at the sharp end. Many of the vehicles, from supply trucks to pack mules, and other relevant hardware are discussed and illustrated with numerous photographs. This first volume of two looks at the early years of the war, so we see, for example, how Hitler's panzer divisions were kept rolling in the Blitzkrieg (a German division in 1940 still had around 5000 horses, requiring hundreds of tonnes of fodder) and the British army's disastrous loss of equipment at Dunkirk. This is a fascinating and valuable study of a neglected aspect of World War Two. Speed to market, reducing costs, and accelerating leadtimes are vital for survival in today's competitive environment. Inventory is no longer considered an asset, and strategies are needed to operate with minimal inventories. Lean Six Sigma Logistics provides the vehicle to solidify strategic position, win over customers, and achieve .....

This monograph discusses logistics in contingency operations. Specifically it explores an expanded role for USTRANSCOM in CONUS-based force deployment operations. The paper looks at logistics as an important and often overlooked tool for conducting the operational art in this environment. In recent years, many civilian enterprises have leveraged modern computer and telecommunications technology to create advantages over competitors with effective and efficient logistics systems. Unfortunately, the US military has lagged behind in this area. Rarely is operational logistics considered as a means to

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create an asymmetrical advantage in campaigns and operations. JCS Pub 1 says that logistics sets a campaign's operational limits. This paper proposes an organizational change to reduce those limits. USTRANSCOM, Joint logistics, Contingency logistics, Operational logistics, Operational art.

**Operational Logistics: The Art and Science of Sustaining Military Operations** explores military logistics in terms of the theoretical foundations of operational logistics (OpLog) and its applications. The theoretical foundations are examined with regard to two dimensions. First, the artistic or qualitative aspects of contemporary logistics are looked at in the context of the operational level of war. These OpLog aspects include principles, imperatives and tenets, which are stated and analyzed. The second dimension relates to the scientific aspects of logistics. It is manifested by a formal network model that represents the structural and operational features of an OpLog system. Hence the book examines both artistic and scientific dimensions of military logistics and integrates the respective qualitative and quantitative aspects into a unified and definitive presentation of operational logistics. Chapter 1 presents a general introduction to military logistics. Chapter 2 discusses the general structure and characteristics of logistics and describes its three levels - strategic, operational and tactical. Chapter 3 focuses on Operational Logistics (OpLog). Chapter 4 deals with the logistics planning process. Chapter 5 addresses the issue of logistics information. Chapter 6 deals with forecasting logistics demands. Chapter 7 introduces the first version of the logistics network model. Chapter 8 addresses an important property of an OpLog system - Flexibility. Chapter 9 discusses two major (and dual) issues in OpLog practice: force accumulation and medical treatment and evacuation. Chapter 10 presents an inter-temporal network optimization model that is designed to determine deployment and employment of the support chain in an OpLog system.

Strategy, like politics, is said to be the art of the possible; but surely what is possible is determined not merely by numerical strengths, doctrine, intelligence, arms and tactics, but, in the first place by the hardest facts of all: those concerning requirements, supplies available and expected, organization and administration, transportation and arteries of communication.

**On Operations: Operational Art and Military Disciplines** traces the history of the development of military staffs and ideas on the operational level of war and operational art from the Napoleonic Wars to today, viewing them through the lens of Prussia/Germany, the Soviet Union, and the United States. B. A. Friedman concludes that the operational level of war should be rejected as fundamentally flawed, but that operational art is an accurate description of the activities of the military staff, an organization developed to provide the brainpower necessary to manage the complexity of modern military operations. Rather than simply serve as an intercession between levels, the military staff exists as an enabler and supporting organization to tacticians and strategists alike. **On Operations** examines the organization of military staffs, which has changed little since

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Napoleon's time. Historical examinations of the functions staffs provided to commanders, and the disciplines of the staff officers themselves, leads to conclusions about how best to organize staffs in the future. Friedman demonstrates these ideas through case studies of historical campaigns based on the military discipline system developed.

This paper analyzes the German expedition in North Africa in World War II, with a specific focus on the impact of operational logistics. The central premise is that the German inability to properly assess the consequences of theater geometry, as well as the failure to respect the vast expanse of the African desert, yielded an operational design whose aims outpaced both available resources and the ability to sustain them. Specifically, the paper asserts that the Axis decision not to seize Malta resulted in a Theater sustainment plan that was tenuous and inconsistent. It further asserts that within the North African Area of Operations, Rommel's decision to exceed the scope of his mission, and his inability to achieve an effective balance between operations and logistics, contributed decisively to defeat.

**NOTE: NO FURTHER DISCOUNT FOR THIS PRINT PRODUCT--OVERSTOCK SALE --** Significantly reduced list price while supplies last *Historical Perspectives of the Operational Art*, a companion volume to Clayton R. Newell's and Michael D. Krause's *On Operational Art*, captures the doctrinal debate over the evolving concept of operational art-the critical link between strategy and tactics-in the face of the new complexities of warfare and the demands of irregular operations in the twenty-first century. Consisting of fifteen original essays selected and edited by Michael D. Krause in collaboration with R. Cody Phillips, the well-organized anthology presents the collective view of distinguished military historians and scholars that operational art must be adjusted to accommodate the changing circumstances happening around the world, especially when dealing with broad coalitions and alliances in regional environments and at an international level.

Related products: *The Rise of iWar: Identity, Information, and the Individualization of Modern Warfare* can be found here:

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*Operational Culture for the Warfighter: Principles and Applications* is available here: <https://bookstore.gpo.gov/products/sku/008-000-01061-7>

This monograph analyzed whether Lieutenant Colonel Paul von Lettow-Vorbeck used operational art to defeat British forces in the East African campaign of World War I. British forces were superior in quantity of men and equipment, but slow moving and heavily dependent on secure lines of communication. Lettow-Vorbeck's forces maintained an asymmetric advantage in mobility, knowledge of terrain, and responsive logistics. An analogy was suggested that the U.S. Army in

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the twenty-first century is similar to British forces in 1914, and the nation's future adversaries could potentially use Lettow-Vorbeck's unconventional warfare and asymmetric tactics woven together in a comprehensive campaign plan. This monograph reviewed the origins and characteristics of operational art. The Army's emerging doctrine, Student Text 3-0, Operations defines operational art as the "use of military force to achieve strategic goals through the design, organization, integration, and conduct of theater strategic, campaigns, major operations, and battles" and serves as the entry point for discussion. A synthesis of Shimon Naveh and James Schneider's theories revealed five primary characteristics of operational art and was used as the criteria to evaluate the research question. The five characteristics were: operational objectives, operational maneuver, disruption, operational approach, and operational logistics. The East African campaign was analyzed from the perspective of Lettow-Vorbeck linking his strategic aim of forcing the British to commit forces to a secondary theater of operations to his limited resources. The four-year campaign was divided into three phases based on Lettow-Vorbeck's operational objectives and the correlation of forces. Significant tactical vignettes were examined as part of an overarching campaign plan. Finally, this monograph considered how the U.S. Army would fight an asymmetric enemy in a similar environment.

This book provides an overview of important trends and developments in logistics and supply chain research, making them available to practitioners, while also serving as a point of reference for academicians. Operations and logistics are cornerstones of modern supply chains that in turn are essential for global business and economics. The composition, character and importance of supply chains and networks are rapidly changing, due to technological innovations such as Information and Communication Technologies, Sensors and Robotics, Internet of Things, and Additive Manufacturing, to name a few (often referred to as Industry 4.0). Societal developments such as environmental consciousness, urbanization or the optimal use of scarce resources are also impacting how supply chain networks are configured and operated. As a result, future supply chains will not just be assessed in terms of cost-effectiveness and speed, but also the need to satisfy agility, resilience and sustainability requirements. To face these challenges, an understanding of the basic as well as more advanced concepts and recent innovations is essential in building competitive and sustainable supply chains and, as part of that, logistics and operations. These span multiple disciplines and geographies, making them interdisciplinary and international. Therefore, this book contains contributions and views from a variety of experts from multiple countries, and combines management, engineering as well as basic information technology and social concepts. In particular, it aims to: provide a comprehensive guide for all relevant and major logistics, operations, and supply chain management topics in teaching and business practice address three levels of expertise, i.e., concepts and principles at a basic (undergraduate, BS) level, more advanced topics at a graduate level (MS), and finally recent (state-of-the-art) developments at a research level. In particular the latter serve to present a window on current and future (potential) logistics innovations in the different thematic fields for both researchers and top business practitioners integrate a

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textbook approach with matching case studies for effective teaching and learning discuss multiple international perspectives in order to represent adequately the true global nature of operations, logistics and supply chains.

"Professor Burns has captured the essence of transportation security, one of today's most pressing concerns. As the rate of globalization and world trade increases, security and supply chain resilience are at the core of ones global transportation network. This is a timely and well written contribution to the industry." John A. Moseley, Senior Dir

The mission of the United States Army is to fight and win our nation's wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders. Accomplishing this mission rests on the ability of the Army to equip and move its forces to the battle and sustain them while they are engaged. Logistics provides the backbone for Army combat operations. Without fuel, ammunition, rations, and other supplies, the Army would grind to a halt. The U.S. military must be prepared to fight anywhere on the globe and, in an era of coalition warfare, to logistically support its allies. While aircraft can move large amounts of supplies, the vast majority must be carried on ocean going vessels and unloaded at ports that may be at a great distance from the battlefield. As the wars in Afghanistan and Iraq have shown, the costs of convoying vast quantities of supplies is tallied not only in economic terms but also in terms of lives lost in the movement of the materiel. As the ability of potential enemies to interdict movement to the battlefield and interdict movements in the battlespace increases, the challenge of logistics grows even larger. No matter how the nature of battle develops, logistics will remain a key factor.

Force Multiplying Technologies for Logistics Support to Military Operations explores Army logistics in a global, complex environment that includes the increasing use of antiaccess and area-denial tactics and technologies by potential adversaries. This report describes new technologies and systems that would reduce the demand for logistics and meet the demand at the point of need, make maintenance more efficient, improve inter- and intratheater mobility, and improve near-real-time, in-transit visibility. Force Multiplying Technologies also explores options for the Army to operate with the other services and improve its support of Special Operations Forces. This report provides a logistics-centric research and development investment strategy and illustrative examples of how improved logistics could look in the future.

This book explores the theoretical foundations and applications of military operational logistics (OpLog). OpLog theory has two facets: qualitative and quantitative. The qualitative facet is imbedded in the theory of operational level of war or operational art. It includes principles, imperatives and tenets, which are stated and analyzed in the first few chapters. The quantitative facet relates to the scientific aspects of OpLog. It is manifested by formal network models representing structural and operational features of an OpLog system. The book examines the two facets and integrates them into a unified presentation. Important OpLog applications are described and discussed. Chapter 1 presents a general introduction to military logistics. Chapter 2 discusses the general structure and characteristics of logistics and describes its three levels – strategic, operational and tactical. Chapter 3 describes the foundation of OpLog. Chapter 4 deals with OpLog planning. Chapter 5 addresses the issue of logistic information, and Chapter 6 deals with forecasting logistic demands. Chapters 7 and 8 are new additions to this second edition. They address logistics

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aspects of two contemporary operational topics – insurgencies and humanitarian assistance. Chapter 9 describes the first version of the logistic network model. Chapter 10 addresses an important OpLog characteristic – Flexibility. Chapter 11 discusses two major challenges in OpLog practice: force accumulation, and medical treatment and evacuation. Chapter 12 presents an inter-temporal network optimization model designed to determine deployment and employment of the OpLog support chain during military operations.

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