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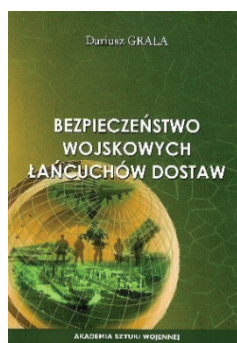
Institute of Logistics
Faculty of Security, Logistics and Management
Military University of Technology
in Warsaw

**Recenzja książki: „Bezpieczeństwo wojskowych łańcuchów dostaw”,
Dariusz Grała, Wydawnictwo Akademii Sztuki Wojennej,
Warszawa 2024, ISBN 978-83-8263-503-4, ss. 326.**

**Book Review: “The Security of Military Supply Chains”
Dariusz Grała, Academy of War Studies Publishing House,
Warsaw 2024, ISBN 978-83-8263-503-4, pp. 326.**

Paulina Zamelek

paulina.zamelek@wat.edu.pl; ORCID: 0000-0002-7680-7834
Military University of Technology, Faculty of Security, Logistics and Management, Poland



A new monograph titled “The Security of Military Supply Chains” has emerged in the publishing market, released in 2024 by the Academy of War Studies Publishing House (ISBN 978-83-8263-503-4). This publication spans 326 pages and represents a significant contribution to Polish scientific literature, as the subject matter has not been analysed in such a comprehensive manner until now. The Author of the book is Dariusz Grała, a Colonel in the Polish Army, a Doctor of Engineering, and the current Dean of the Faculty of Management and Command at the Academy of War Studies.

The monograph introduces the reader to an extensive, erudite discourse at the intersection of political science research, security studies, and management and quality. The Author meticulously and logically discusses areas related to the security of

military supply chains, which have previously been underexplored in the literature. The term “security” is understood here in various contexts, encompassing both states and processes that influence military supply chains. The Author highlights their role as a set of cooperating structures aimed at delivering goods essential for the execution of military training operations, operational activities, and combat missions.

The literature often encounters the term “defence sector supply chains”; however, in the military context, the perspective on the functioning of these supply chains has a broader and often sensitive significance. This “sensitive” nature of the security of military supply chains — understood from the intentions expressed in the Introduction — has become the subject of the Author’s research, which integrates theories and practices from military logistics and supply chain management. The considerations focus on the processes occurring within these chains under various conditions. This approach is particularly important in the realm of security and defence, as civil supply chain publications often overlook, assuming it to be self-evident, the specific security considerations related to military needs. This publication, in a sense, bridges these two worlds.

One of the main strengths of the book is its interdisciplinary approach to the subject. The Author skillfully combines theories and practices from military logistics and supply chain management while also highlighting specific security aspects characteristic of the military. This approach underscores the unique value of the publication, which integrates both civilian and military perspectives, necessitating broad knowledge and cross-sectional thinking. The primary aim of the work is to identify and assess the factors determining the security of military supply chains in the context of contemporary and projected threats. The Author also proposes solutions aimed at enhancing the resilience of these chains. Each of the seven chapters methodically addresses specific research problems, confirming the well-considered structure of the work and the fulfilment of methodological assumptions.

The structure of the publication comprises a list of abbreviations, seven chapters, a conclusion, a comprehensive bibliography, as well as lists of figures and tables. The list of abbreviations contains 116 entries, while the lists of tables and figures together encompass 74 items. The monograph maintains a balanced length for each chapter, ranging from 31 to 45 pages, which contributes to the coherence and clarity of the content. The use of three-point chapters in a triadic form underscores this approach and reflects a rarely encountered intellectual discipline.

Each chapter offers a new perspective on various aspects of military supply chains. In the first chapter, the Author analyses contemporary challenges related to national security, which serves as a starting point for later discussions on the resilience of

supply chains. Subsequent chapters further develop the topic, detailing, among other things, the characteristics of military supply chains, their role within the logistics system, and aspects of efficiency and quality. The chapters addressing civil-military cooperation and logistics in military operations highlight the complexity and multidimensionality of the issues discussed. One of the most intriguing elements of the book is the analysis of innovative solutions within supply chains that contribute to their effectiveness. Meanwhile, the chapter on the security of military supply chains acts as a compositional anchor, tying the entire publication together.

The work is characterised by a high degree of methodological and substantive coherence. The Author employed appropriate theoretical research methods, such as analysis, synthesis, comparison, and abstraction, as well as logical reasoning methods — induction and deduction — that fully align with the scientific assumptions and effectively achieved the objectives set out in the reviewed publication.

It is worth noting that the bibliography is extensive and includes both the latest publications and older sources from the past half-century. It comprises 157 book titles and 86 scholarly articles, including works from renowned international journals. The bibliography also features lists of doctrinal, legal, and normative documents (40 entries), websites (41 entries), and other materials. The Author bases his publication on information from current conferences in military logistics and engineering, demonstrating a multifaceted approach to sourcing knowledge. This is directly reflected in the number of citations recorded in each chapter, with the total exceeding 650 for the entire publication. Such versatility in sources attests to the Author's meticulousness.

The language and style employed by the Author in his scientific work are generally correct. However, the publication's added value could be enhanced by more frequent expressions of the Author's own views on the discussed topics. Nevertheless, careful reading reveals over a dozen typographical errors, issues with punctuation, and missing conjunctions, with nearly 30% occurring in Chapter 4 alone. Furthermore, in the footnotes, the Author frequently omits the full descriptive form of sources in favour of the abbreviated form "ibid." for preceding sources. This can likely be attributed to the haste involved in compiling such a comprehensive publication. The reading experience is also somewhat disrupted by a few abbreviations, such as "wg" (according to) or "ew." (or), used within the text. Informal references, such as "the Biden administration," could be replaced with more formal terminology.

Moreover, most of the footnotes containing website addresses would benefit from identifying the name or title of the page to which they lead, especially in cases where the address has an abstract digital-numeric form. Several editorial errors can also be

found in the bibliography, such as articles listed in the section on collected publications, incorrect alphabetical order of Authors, typographical errors in English titles, and repetition of the same entry. Fortunately, not all readers are editorial purists, so attention to such aspects is unlikely to detract from the substantial value of the monograph.

The substantive value and new scientific perspective on military logistics in relation to civilian collaboration within supply chains mean that the Author's insights could contribute a new dimension to the literature and further scientific research, practically strengthening military supply chain operations. On this basis, it can be assumed that this publication should attract the interest of professionals engaged in military logistics. The book is also recommended for civil sector defence entrepreneurs, as it clarifies the complexities and specific conditions of military supply chain operations, as well as the potential to engage with them in the process of integrating into military supply chains. Given the clarity of the content presented in the monograph and the logical structure of the arguments, this topic should interest academically-oriented logistics professionals, including both educators and students, who can easily adopt the content and numerous tabular and graphical aspects for studying this subject.

Taking the above into account, the strong points of the publication undoubtedly include: a clear and logical structure; coherence of content with methodological assumptions; a well-organised terminology, classification, and definitions within the area of military supply chains; the timeliness of the presented information and analytical rigor; a comprehensive overview of security aspects and methodically identified elements of military supply chain security; the thematic anchor established in the first and last chapters highlighting the added value and completeness of the research; an abundance of tables and figures exemplifying the discussed issues, with an average of ten such tabular and graphical aspects per chapter; high academic value; extensive use of online resources from various dictionaries and encyclopedias, which has become almost a necessity in an era of rapidly changing meanings and clarifications of specific terms; and summaries at the end of each chapter that logically connect the various analysed threads.

Conversely, when assessing the weaknesses of the monograph, attention should be drawn to the legal status of the issues discussed. They correspond to the validity of documents in effect as of 2024, which the Author cites. However, this does not guarantee the avoidance of errors related to the lack of legal synchronisation between the documents, which could have been pointed out. The most apparent example in this regard is the definition of "military equipment" (p. 75). The Author bases this on the dictionary of terms and definitions contained in the Logistics Doctrine of the Polish Armed Forces D-4 (B), which has been in effect since 2019. This includes a

broad interpretation of the definition of military equipment, which also encompasses service animals. This interpretation caters to the needs of logistics managers and central logistical authorities. However, it does not align with the expert institutions introduced in 2021 through a series of decisions concerning new solutions for the acquisition of military equipment in the Ministry of National Defence, including the establishment of the Armaments Agency, which the Author also refers to elsewhere in the publication (p. 129). Moreover, the lack of synchronisation in legal status also pertains to the number of equipment groups (27 types as of April 2023) assigned to expert institutions and logistical authorities. Nevertheless, it is difficult to blame the Author for these legal inconsistencies, as his priority is certainly not to conduct a legal analysis, but in the context of military supply chains, it is essential to adhere to the fundamental legal document that remains the current Logistics Doctrine of the Polish Armed Forces from 2019.

Another aspect regarded as an oversight is the Author's reference to Decision No. 56/Org/P5 of the Minister of National Defence from 2013 regarding Functional Systems Organisers (OSF) while discussing the currently functioning military logistics system (p. 112, footnote 8), where, for obvious reasons, the aforementioned Logistics Doctrine of the Polish Armed Forces should have been cited.

Furthermore, the publication leaves readers wanting for real examples of military supply chain operations. As a continuation of the theme of building security within military supply chains, it is recommended that future research expands to practical aspects of military supply chains and their civil-military configurations, characterised as case studies in scenarios of peace, crisis (e.g., floods in Poland), and war (e.g., the Russo-Ukrainian conflict); also considering the various environments of their operation (air, maritime, land, hybrid, space, etc.), including examples in configurations of medical, technical, engineering, and infrastructural support, as well as others; in both national and international contexts, taking into account the needs of military missions and operations. Teaching based on case studies has always been viewed as important and useful, as it is recognised as a method for sharing contextual knowledge to enable the reapplication of conclusions drawn. In relation to resilient military supply chains in an evolving security environment, this could be of cardinal importance for the Polish Armed Forces.

In summary, the monograph "Security of Military Supply Chains" by Colonel Dariusz Grala is a valuable and timely contribution to the scientific literature, particularly in the fields of military logistics and supply chain management. The Author undertakes an interdisciplinary analysis, integrating theory and practice, making this work exceptionally valuable not only for the military sector but also for the civil defence sector. The monograph serves as a solid and well-founded source

of knowledge that can become a starting point for further scientific research and practical implementations.

I encourage You to read this monograph, which not only enriches our understanding of military supply chains but also prompts reflection on the possibilities for collaboration between the civil and military sectors in this area.