

**NATIONAL UNIVERSITY OF PUBLIC SERVICE**  
**Doctoral School of Military Sciences**

Fruzsina Csatlós:

**Managing the situation of refugees in crisis zones by civil and  
military methods**

Theses of the doctoral (PhD) dissertation

**AUTHOR'S SUMMARY**

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**Budapest, 2021**

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## INTRODUCTION

*"History has shown that displacement is not only a consequence of conflicts; it can also cause conflict. Without human security, there can be no peace and stability."*

*/Sadako Ogata<sup>1</sup>*

In his book, „*The Crazy Ape*” published in 1970, Albert Szentgyörgyi said „*mankind is going through the most critical period of its history...*”<sup>2</sup> His statement is still valid, in fact, it seems even more true nowadays than in the Cold War atmosphere of the 70s when bipolar environment, beside the threat, also created a kind of stability, or at least it covered the smaller or larger regional and local conflicts. According to Szentgyörgyi, „*mankind grows like a snake, shedding his skin now and then and acquiring a new skin. This process seems to coincide with the cycle of turbulence and quietude in man's history.*”<sup>3</sup> This theory of periodic alternation of history based on the idea of a Renaissance philosopher, Erasmus, who „*distinguished between the quiet and the turbulent periods of history. The turbulent periods were those of sharp transition. The sharper the transition, the greater the tumult.*”<sup>4</sup>

The actuality of Erasmus's and Szentgyörgyi's thoughts is unquestionable, as in our world, greatly accelerated by the effects of globalization and technology development, as a result of changes in the security environment and in the dynamics of geopolitical processes we can talk about challenges, risks and threats with a global impact in many ways. These complex problems are so closely intertwined that they cannot be treated separately. The new types of conflicts, crises – which are mainly caused by demographic explosion, migration, radicalism and terrorism – are rapid, protracted and fierce.<sup>5</sup> Today, for instance, there is no place in our world, which is not being affected by the problem of mass migration. The main reasons for it are clearly famine, declining living space, depletion of natural resources, inequalities, wars and armed conflicts, political and armed violence, ecological change and the increasing frequency of natural disasters, and religious, ethnic and political persecution. In this way, the management

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<sup>1</sup> Former United Nations High Commissioner for Refugees, Cutts, Mark (szerk.): A világ menekültjeinek helyzete. ENSZ Menekültügyi Főbizottság Magyarországi Képvisellete, Budapest, 2001. p. xi.

<sup>2</sup> Szentgyörgyi Albert: Az örült majom – Írta egy biológus. Debrecen. Magvető Könyvkiadó, 1989. p. 5.

<sup>3</sup> Uo.

<sup>4</sup> Uo.

<sup>5</sup> Resperger István: A válságkezelés új megközelítése. - In. Hadtudományi Szemle, 2016. IX. évfolyam, 3. szám, pp. 32-33.

[http://epa.oszk.hu/02400/02463/00032/pdf/EPA02463\\_hadtudomanyi\\_szemle\\_2016\\_03\\_030-056.pdf](http://epa.oszk.hu/02400/02463/00032/pdf/EPA02463_hadtudomanyi_szemle_2016_03_030-056.pdf)

Resperger István: A válságkezelés kicsit másképp. Nemzetbiztonsági Szemle, 2016. 4. évfolyam, 3. szám, pp. 28-48.;

[http://epa.oszk.hu/02500/02538/00015/pdf/EPA02538\\_nemzetbiztonsagi-szemle\\_2016\\_3\\_028-48.pdf](http://epa.oszk.hu/02500/02538/00015/pdf/EPA02538_nemzetbiztonsagi-szemle_2016_3_028-48.pdf)

of such crises also becomes a problem for states not directly affected. Large-scale refugee flows, for example, can upset the balance between individual communities and place an overwhelming economic and security burden on the economies, governments and administrations of host countries. This tendency required the development of new conflict management methods, which not only eliminate the armed conflict itself, but also help to restore the peace, security, and living conditions and contribute to stabilization.<sup>6</sup>

The aim of this dissertation to examine and assess these new methods which cover various aspects - civil, military, national security, law enforcement, corporate of refugee crisis management, as well as to analyse the opportunities and difficulties of the civil-military cooperation in crisis zones. It provides an overview of key international refugee trends in order to understand the issue better. In addition, it examines whether proven tools and methods of the corporate sector can be used to facilitate more effective collaboration.

## **IDENTIFYING THE RESEARCH QUESTION**

At first sight, in connection with my research topic, the question may arise as to whether it is a task of the armed forces to deal with the situation of refugees, and how it relates to the classic peace and special operation activities of them. Is it not just a political, social or economic problem, which can and should be managed by the means of these categories? However, the answer is not so clear. Refugees and stateless people, especially in areas where armed conflicts or stabilization operations are taking place, are stepping in the way of the armed forces. Therefore, resolving their situation may also be essential to the success of military operations. In addition, as it has already been shown in many cases, such as during operations in Afghanistan, international and non-governmental organizations are often unable to reach the areas in question, or they are unable to perform their duties without the help of the armed forces. This fact has drawn my attention to the paramount importance of examining how the armed

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<sup>6</sup> Csatlós Fruzsina: Az afganisztáni menekültek problémájának kezelése civil és katonai eszközökkel. Szakmai Szemle, 2015/3. szám, pp. 73-74.;

[https://www.knbsz.gov.hu/hu/letoltes/szsz/2015\\_3\\_szam.pdf](https://www.knbsz.gov.hu/hu/letoltes/szsz/2015_3_szam.pdf)

Csatlós Fruzsina: A menekültkérdés kezelésének nemzetbiztonsági aspektusai válságövezetekben és itthon. Szakmai Szemle, 2014/2. szám, p. 160.;

[https://www.knbsz.gov.hu/hu/letoltes/szsz/2014\\_2\\_szam.pdf](https://www.knbsz.gov.hu/hu/letoltes/szsz/2014_2_szam.pdf)

Resperger István: A válságkezelés elméleti kérdései. In: Szenes Zoltán (szerk.): Biztonságpolitika és Válságkezelés, Nemzeti Közszerkeleti Egyetem Vezető- és Továbbképzési Intézet, Budapest, 2016. pp. 5-17.;

<http://m.ludita.uni->

[nke.hu/repositorium/bitstream/handle/11410/10138/Biztonsagpolitika\\_valsgkezeles.pdf?sequence=1&isAllowed=y](http://m.ludita.uni-nke.hu/repositorium/bitstream/handle/11410/10138/Biztonsagpolitika_valsgkezeles.pdf?sequence=1&isAllowed=y)

Friedmann Viktor: A konfliktuskezelés új terei – Az államon belüli konfliktusok regionális, inter- és transznacionális dimenziói. Kül-Világ – A nemzetközi kapcsolatok folyóirata, 2007. IV. évfolyam, 3-4. szám, pp. 76-82.

forces can assist in the resettlement, reintegration, rationalization of refugees in cooperation with civil organizations and other actors present in the field, and what kind of challenges they face in developing cooperation.<sup>7</sup>

## **AIMS OF THE RESEARCH**

The aims of the author's research are the following:

1. Demonstrating that research on mixed migration and refugee crises, due to the complex nature of these processes and changes in the security environment, is also becoming increasingly important at the level of security studies, using the global refugee and migration trends as well as national and international experiences.
2. Identifying and reviewing the possible tasks and cooperation areas of armed forces, law enforcement and national security services, civil organizations and the corporate sector in managing refugee crises in crisis zones using the international experiences of recent decades.
3. Exploring the reason of difficulties in cooperation between (armed) forces and civil organizations involved in international crisis management operations, and making recommendations to improve joint actions.
4. Analysing the adaptability of some methods used in the corporate sector to improve the cooperation opportunities between the armed forces and civil organizations.

## **HYPOTHESES**

In accordance with the aims of the research the dissertation examines the following hypotheses:

1. Although, the issue of refugees is not a part of the classic peacetime and peacekeeping activities of the armed forces, the management of refugee crises emerges as a new element in their responsibilities, and challenges them.
2. Changes in the security environment and the increasing complexity of challenges, transform and expand the refugee-related roles and responsibilities of military, national security, law enforcement and civil actors involved in crisis management

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<sup>7</sup> Csatlós Fruzsina: Az afganisztáni menekültek problémájának kezelése civil és katonai eszközökkel. Szakmai Szemle, 2015/3. szám, p. 73.; [https://www.knbsz.gov.hu/hu/letoltes/szsz/2015\\_3\\_szam.pdf](https://www.knbsz.gov.hu/hu/letoltes/szsz/2015_3_szam.pdf)

operations, that due to the complexity of the tasks, requires wider sectoral coordination.

3. There are difficulties in co-operation between the armed forces and civil organizations, due to the basic goals and nature of the organizations, which can also be interpreted at the level of their refugee-related activities. However, the success of a crisis management operation requires the development of wider cooperation and coordination between organizations.
4. Starting from the similarities between the dynamically changing business environment and the complex challenges of warfare, certain methods of the corporate sector, after appropriate adaptation, can effectively contribute to improving cooperation between armed forces and civil organizations, exploring and the causes of the problems between them as well as developing more effective coordination, for example during the performance of their refugee-related tasks.

## **RESEARCH METHODOLOGY**

The interdisciplinary nature of my topic also determined the range of applied research methods in my work. I considered a systems approach fundamental. I tried to form conclusions based on analyses and syntheses, as well as supporting the theoretical results with real-life examples. During my research I have used the following methods:

- I have made research in and studied written and electronic domestic and foreign scientific sources, legislation, other regulations and measures, as well as the publicly available manuals of various organizations. I attended conferences, lectures, professional trainings related to the topic, and searched for online lecture materials of foreign universities. In accordance with the above, the dissertation is mainly based on the analysis of primary and secondary sources. I used the acquired knowledge and recommendations during the elaboration of the topic. I systematized the bibliography – especially doctoral dissertations in the field of military science on migration, refugees and civil-military cooperation – studied during the information collection. The relevant parts were processed and incorporated into my dissertation.

- Among the qualitative methods, I preferred to conduct semi-structured interviews<sup>8</sup> and conversations with experts. During the examination of legislation and manuals, I performed a document analysis. Additionally, if the topic provided an opportunity, I used case studies in order to present the examined processes better.
- I incorporated my work experience in the use of Lean<sup>9</sup> management and „Runbook”<sup>10</sup> method.
- After processing the knowledge required to achieve the research goals and the additional knowledge acquired during the interviews, I systematized the results and prepared the dissertation based on this.

## RESEARCH RESULTS

Overviewing the dissertation, it can be said that „*mankind is really going through the most critical period of its history...*”<sup>11</sup> where due to the increasing number of wars, armed conflicts, natural disasters, religious and political persecutions, millions of people are forced to leave their homes and homelands. The statistics suggest that this issue will have a long-term impact on the world’s security. Accordingly, over the past decade, the issue of refugees, especially through closely related migration, has become one of the priority research areas in Hungarian security studies. Managing the situation of refugees in crisis zones is an extremely complex task that requires broad international and sectoral cooperation from military, law enforcement, and national security, civil and corporate actors alike. The dissertation comprehensively presented these aspects of addressing the issue, overviewing the most important global migration trends, and the opportunities and difficulties of civil-military cooperation in refugee-related operations. Summarizing the results of the research, it can be stated that the main tasks of civil organizations remain to meet the basic humanitarian needs of refugees and other vulnerable groups, to coordinate well-functioning, responsive national asylum systems, to rebuild destroyed services and infrastructure, and to coordinate and implement the repatriation and reintegration of refugees.<sup>12</sup> However, the necessary security

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<sup>8</sup> Hornyacsek Júlia: A tudományos kutatás elmélete és módszertana. Nemzeti Közsolgálati Egyetem Hadtudományi és Honvédtisztképző Kar, Budapest, 2014. p. 82;

<https://hhk.uni-nke.hu/document/hhk-uni-nke-hu/Teljes%20sz%C3%B6veg!.pdf>

<sup>9</sup> „Lean” is a special corporate organization and management system which focuses on the reduction of losses and the development of value-creating processes.

<sup>10</sup> Crisis management “RunBook” is a tool that provides description of processes for dealing with the events defined in the objective to the parties involved in the operation (teams, individuals).

<sup>11</sup> Szentgyörgyi Albert: Az örült majom – Írta egy biológus; Magvető Könyvkiadó, Debrecen, 1989, p. 5.

<sup>12</sup> Csatlós Fruzsina: A vegyes migráció és az UNHCR 10 pontos cselekvési tervének alkalmazhatósága a líbiai menekültek esetében. Nemzetbiztonsági Szemle, 2014. II. évfolyam, 2. szám, pp. 5-7.;

environment for this must be created by the armed forces and the conditions for the establishment of a functioning administrative system by law enforcement agencies. Difficulties arising from the differences of organizations often require the application of new methods, which may appear as new elements in the tasks of involved forces.

## **SUMMARIZED CONCLUSIONS**

In line with the first aim of the research, after reviewing the literature, placing the dissertation in the system of military science research and defining its research aspects, the **first chapter** focused on presenting the concept of migration and international migration's theoretical features. It examined the security theory background of the interpretation of migration and reviewed the main international trends of migration and refugee flows. The chapter pointed out that the issue of migration, more narrowly, the flow of refugees, is a complex phenomenon closely related to global economic and social processes, which can be examined at the social dimension of security. However, it may have a direct or indirect impact on other dimensions of security due to sectoral interlacements. The review of the literature has shown that today's crises, due to their embeddedness in the regional, inter and transnational processes, are not only a problem at the local level, but often destabilize entire regions, including becoming the starting point for large refugee flows. Migration itself is a self-perpetuating phenomenon in which conflicts in a given area can be both triggers and consequences of the issue, thereby contributing to a local conflict becoming a regional or even larger problem. Due to the above, besides restoring peace, international forces – civil or military – have a significant role in resolving the refugee issue as part of their crisis management activities.

The sources examined also highlighted that, although migration, including the flows of refugees, is not a new phenomenon, but, migration statistics have shown dynamic growth in recent decades. Experts agree that overpopulation, the widening of disparities in economic development, and the effects of globalization are all contributing to this growth. Challenges, risks and threats that already have a global impact serve as additional indicators. Statistics also show that most people escape from states where ongoing armed conflicts or large-scale economic problems threaten everyday life. The flow of refugees poses a significant economic burden and security risk to host states. Thus, it is the primary interest of potential host countries to try to eradicate the roots of the crisis that has forced people to leave, at the site of the



emergence, using political, diplomatic, economic tools and the help of civil and military organizations.<sup>13</sup>

Migration trends and international experiences in refugee crisis management show that **issue of refugees serves as a source of a global and long-lasting problem which requires such international cooperation of organizations** that can provide a continuous support in case of refugee crises and can offer solutions to emerging challenges. The chapter also overviewed the related legal background, presented the work of the most important Hungarian and international organizations dealing with the refugees, as well as analysed their results and examined the relations among the organizations.

In accordance with the third and fourth aims of the research, the **second chapter** of the dissertation reviewed the possible roles of the armed forces, law enforcement, national security agencies, civil organizations and the corporate sector. It identified potential areas of cooperation between the armed forces and civil organizations and it analysed the causes of difficulties that may arise due to the different nature of these organizations in international crisis management operations.

Analysis and identification of the tasks supported my second hypothesis, according to which **changes in the security environment and the increasing complexity of challenges, transform and expand the refugee-related roles and responsibilities of military, national security, law enforcement and civil actors involved in crisis management operations, that due to the complexity of the tasks, requires wider sectoral coordination.** As beside protecting refugees and resolving their situation, it is important to restore the administrative order, infrastructure, social welfare system, and economic stability and security needs of the country of origin and/or the host state, in which these organizations also have a significant responsibility. The subchapter dealing with the tasks of the armed forces confirmed my first hypothesis, according to which, **although, the issue of refugees is not a part of the classic peacetime and peacekeeping activities of the armed forces, the management of refugee crises emerges as a new element in their responsibilities and challenges them.** As in cases where the security situation is inadequate and/or local authorities are unable to adequately support the civil organizations' refugee operations, the armed forces should take over these tasks or assist in the implementation and cooperate with these entities, which requires the use of

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<sup>13</sup> UNHCR Global Trends: Forced Displacement in 2019. UNHCR Global Trends, 2020. június 18. pp. 2-7.; <https://www.unhcr.org/5ee200e37.pdf>

Csatlós Fruzsina: Az afganisztáni menekültek problémájának kezelése civil és katonai eszközökkel. Szakmai Szemle, 2015/3. szám, pp. 85-86.; [https://www.knbsz.gov.hu/hu/letoltes/szsz/2015\\_3\\_szam.pdf](https://www.knbsz.gov.hu/hu/letoltes/szsz/2015_3_szam.pdf)

different methods and tools from the traditional tasks of military organizations. The chapter also examined whether the events taking place in the digital environment and the appreciation of the information arising here, can also be interpreted in connection with migration and refugee crises. It highlighted that recent years' experiences have shown that the proliferation of smart devices can have a significant impact on the dynamics of such processes. It also pointed out that markets with specific characteristics (e.g. refugees, refugee authorities and other organizations) can motivate both small and large companies to create innovative, sustainable, market-based solutions specifically for this segment. Additionally, private sector representatives could have a key role in employment, health care, housing, education and the integration of refugees.

The evaluation of the literature, the series of interviews conducted during the research and the professional lectures related to the topic confirmed that, although the refugee management is primarily the responsibility of civil organizations, the armed forces can play a significant role in providing the necessary background. The success of the operations requires cooperation, coordination and constant consultation between the parties based on mutual acceptance. It also been proven that, should difficulties arising from organizational differences be overcome, cooperation can become the engine of crisis management. It can contribute to the design and implementation of integrated aid, development strategies and to achieve the goals of both civil and military organizations. In summary, managing transnational threats, including migration, especially mass refugee flows is a crucial, often novel task for all actors in crisis zones, which is essential for operational success and restoring the stability of the security environment. Therefore, it may be necessary to develop further comprehensive cross-sectoral asylum strategies as well as wider cooperation between the organizations involved. All of this supported my **third hypothesis** according to which, **there are difficulties in co-operation between the armed forces and civil organizations, due to the basic goals and nature of the organizations, which can also be interpreted at the level of their refugee-related activities. However, the success of a crisis management operation, requires the development of wider cooperation and coordination between organizations.** However, the examples overviewed have also shown that there are still gaps in its practical implementation, which can be addressed by developing comprehensive strategies and coordination forums at higher levels, and by training, preparation, joint exercises and liaison forums at the executive level.

Elements of the fourth aim of the research were covered in the **third chapter** which examined whether certain methods of the private sector, such as the Lean management or the RunBook method, can be used to improve cooperation between civil and military actors

involved in the management of refugee crises, starting from the similarity of the operating environment and challenges of the armed forces and the corporate sector. During the analysis I showed the fundamentals of Lean management and RunBook-based crisis management, paralleling them with certain specifics of the armed forces' operations. The research identified that Lean can be considered as a standardized path, some methods of which, after proper adaptation, can be well interpreted from the armed forces' point of view. The method can help to perform joint civil-military tasks in an optimized way, with the least possible loss, despite organizational differences. Furthermore, it can be used to explore the causes of potential problems, to improve processes, and thus to improve the efficiency of cooperation. It also provides an opportunity to understand how collaboration can be developed, in order that more complex tasks can be addressed. In the case of RunBook-based crisis management, practical experience shows that it can reduce the response time in a crisis situation, enabling a faster, more efficient and cost-effective solution to the problem, and serve as a guideline for collaboration between different teams. Detailed overview and analysis of the methods and case studies presented in the chapter **confirmed my fourth hypothesis**. According to it, **starting from the similarities between the dynamically changing business environment and the complex challenges of warfare, certain methods of the corporate sector, after appropriate adaptation, can effectively contribute to improving cooperation between the armed forces and civil organizations, exploring the causes of the problems between them as well as developing more effective coordination, for example during the performance of their refugee-related tasks**. It must be noted however, that these tools can only be introduced after proper adaptation, and, of course, cannot be used in all situations. Nevertheless, they can expand commanders' tool-set in adapting to new challenges, and contribute to process and staff development.

## NEW SCIENTIFIC RESULTS

My dissertation about the civil and military aspects of refugee management contains the following new scientific results:

1. **I analysed, evaluated, systematized and based on these I summarized** the different – military, law enforcement, national security, civil including international, religious and enterprise organizations – aspects of the refugee issue management **in a complex, novel way compared to the previous ones making further research in this field more effective**.

2. Based on theoretical, practical examples and interviews with experts involved in peace operations, **I proved** that cooperation between the armed forces and civil organizations, due to their basic goals and nature, presents difficulties when managing the situation of refugees. Addressing this cooperation is essential at all levels: developing comprehensive strategies and coordination forums at higher levels and establishing common practices and effective communication at executive level. To make it more effective – based on the results of previous research – **I created the „bubble diagram” that illustrates the willingness to cooperate between organizations well.**
3. I **analysed** and **systematized** the possibilities of using the Lean and RunBook methods – originated from the multinational sector – and of adapting these methods into the toolbox of the armed forces to improve civil-military cooperation, then based on the conclusions, I **defined a novel proposal for the application of methods** that significantly increase the effectiveness of cooperation.
4. Based on the analysis of case studies, I **processed** corporate sector methods and **developed** a possible structure for a RunBook -based command manual focusing on refugee situation management that **facilitates the planning work** of military leadership levels.

## **RECOMMENDATIONS FOR THE PRACTICAL USE OF THE RESEARCH RESULTS**

Results of the presented research, prepared in accordance with the research aims, may get used in the following fields:

### **1. Education:**

- For students of military and security and defence policy faculties, as well as postgraduate education of National University of Public Service in crisis management and migration courses.
- In whole or in part as a background and/or study material for those who are preparing for the Public Service Professional Exam in the framework of “Foreign and Security Policy Sector” optional course.

- As a background material for the use of “non-kinetic skills” exercises organized by Hungarian Defence Forces' Civil-Military Cooperation and Psychological Operations Centre.
- As a background material for peacekeeping courses of Hungarian Defence Forces' Peace Support Training Centre, where it is relevant.
- As a background material of international mission preparation trainings for members of Hungarian humanitarian organizations.

## 2. **Applied research:**

- As a background material for further investigations on the development opportunities of joint strategies and policy aims to increase the effectiveness of civilian and military operations.
- It can serve as a model for assessing the adaptability of the methods of the armed forces and multinational firms into each other's processes.
- It can be a starting point during the examination of applicability and practical implementation of certain „Lean” elements into the processes of the armed forces.

## 3. **Practical use:**

- The results of the third chapter on using the RunBook method and the developed structure of a handbook may be used by Hungarian Defence Forces' Civil-Military Cooperation and Psychological Operations Centre during the creation of their handbooks and by Hungarian Defence Forces' Peace Support Training Centre for preparing training materials.

The author recommends the dissertation and its results to those researchers who conduct research related to the topic, who are involved in graduate or postgraduate education in security studies, and experts who work in the field of civil-military cooperation or deal with the comparison of the nature of the armed forces and corporate sector, and the examination of the interoperability of their methods.

## **RECOMMENDATIONS FOR FURTHER RESEARCH**

Due to its global, enduring and complex nature, the refugee issue and the closely related problem of migration may in the future add a number of additional elements to the range of

military, security and other research on the subject. Several research directions defined in the dissertation and issues arising during the preparation of the material would stand as a basis for independent research, as the overview approach, the interdisciplinary nature of the topic and the size constraints only provided an opportunity to scratch the surface.

Rapid changes in the dynamics of migration and refugee crises and in the security environment - especially in the mirror of the new foreign policy directions of the new U.S. administration (withdrawal of U.S. troops from Afghanistan, Middle East policy etc.) - make it necessary to continuously examine the developments in the reviewed crisis zones (Afghanistan, Syria, Lebanon) from military science and security policy point of view, to revise the crisis management methods applied there, and to formulate new recommendations in line with the results.

To deepen research on the subject, it would also be useful to examine the possibilities and difficulties of refugee management and military, law enforcement, national security and civil organizations cooperation in other crisis zones (e.g. in the Central African Republic, Democratic Republic of the Congo, Sudan or South-Sudan) to identify differences and commonalities originated from the specifics of each operation.

Further military science research related to the dissertation can examine development directions of joint strategies, development and assistance plans, as well as coordination which aims to improve the efficiency and cost-effectiveness of civil-military cooperation and can propose the development of new protocols. Additionally, these researches can also inquire into the development of methods which aim to solve the difficulties of civil-military cooperation.

Examining the adaptability of corporate methods (Lean management, Runbook method), presented in the third chapter, to the toolbox of the armed forces, preparing for the practical implementation of these tools, and identifying additional options in more detail would also require further research.

Finally, it would be worthwhile to expand the theoretical framework of related research by examining the role of digital technology, innovation and data science (BIG DATA) in influencing the dynamics of migration and refugee crises and in mapping trends. In this area, I consider examining the opportunities offered by artificial intelligence and so-called machine-learning to be particularly important, especially in forecasting the emergence of new refugee crises, or the possible volume and economic, security, political, social, environmental etc. impacts of an ongoing crisis.

## RELEVANT PUBLICATIONS OF THE AUTHOR

CSATLÓS Fruzsina: Az afganisztáni menekültek problémájának kezelése civil és katonai eszközökkel. Szakmai Szemle, 2015/3. szám, pp. 73-96.

CSATLÓS Fruzsina: A menekültkérdés kezelésének nemzetbiztonsági aspektusai válságövezetekben és itthon. Szakmai Szemle, 2014/2. szám, pp. 159-168.

CSATLÓS Fruzsina: A vegyes migráció és az UNHCR 10 pontos cselekvési tervének alkalmazhatósága a líbiai menekültek esetében. Nemzetbiztonsági Szemle, 2014. II. évfolyam, 2. szám, pp. 5-27.

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CSATLÓS Fruzsina: Challenges of civil-military cooperation in refugee crisis management. Hadtudományi Szemle, 2015. VIII. évfolyam, 4. szám, pp. 22-32.

CSATLÓS Fruzsina: Global refugee trends and the Syrian crisis. Hadtudományi Szemle, 2015. VIII. évfolyam, 3. szám, pp. 42-54.

CSATLÓS Fruzsina: A menekültek helyzetének kezelése válságövezetekben civil és katonai eszközökkel. Konferencia előadás, „A hadtudomány és a 21. század” doktorandusz konferencia, 2015. február 26.

CSATLÓS Fruzsina: A menekültkérdés kezelésének nemzetbiztonsági aspektusai. Könyvfejezet, Szenes Zoltán (szerk.): Biztonságpolitika és Válságkezelés, Nemzeti Közszerződési Egyetem Vezető- és Továbbképzési Intézet, Budapest, 2016, ISBN 978-615-5527-70-8, pp. 58-64.

CSATLÓS Fruzsina: Az UNHCR cselekvési tervének alkalmazhatósága a Líbiai menekültek esetében (Esettanulmány). Könyvfejezet, Szenes Zoltán (szerk.): Biztonságpolitika és Válságkezelés, Nemzeti Közszerződési Egyetem Vezető- és Továbbképzési Intézet, Budapest, 2016, ISBN 978-615-5527-70-8, pp. 65-80.

## **CURRICULUM VITAE**

Fruzsina Csatlós pursued her university studies at the Miklós Zrínyi National Defence University where she graduated in Security and Defence Policy in 2009. During her university studies she attended the Annual Scientific Student Associations' Conference three times, additionally she published some science articles. In 2007 she won a special prize for her work at the National Scientific Student Associations' Conference. She began her PhD studies in the Doctoral School of Military Sciences at the National University of Public Service in 2012. Her research topic is managing the situation of refugees in crisis zones by civil and military methods. Hence her Ph.D. dissertation deals with this topic. In accordance with her research profile she completed the NATO CIMIC Awareness course of Civil-Military Co-operation Centre of Excellence. She started her career at the Higher Level Course Command of the National Defence University, then she moved to the information security department of a multinational company in 2011. Currently she is working as a cyber intelligence threat analyst at the Cyber Security Fusion Center of Citibank.

Her publications in Hungarian and English primarily deal with the management of refugees' situation in crisis zones, as well as opportunities and difficulties of civil-military cooperation in this context. She regularly holds lectures in Hungarian and English for university students and at conferences. She has C1 English and B2 French language proficiencies.