

# ONE APPROACH TO COMPARING COMMAND POSTS OF TACTICAL UNITS IN THE SERBIAN ARMED FORCES AND FOREIGN ARMED FORCES\*

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Exercising command over units, as an element of capabilities of all armed forces, in armed conflicts represents a highly complex process. It is done in compliance with factors and principles, and through documents, and it is carried out from superiors to the subordinates. Command posts are part of the area of operation where commands or staffs (in their entirety or their segments) plan operations and activities, where from those decisions, in the form of orders and commands, are distributed to subordinate units. This paper draws a comparison between tactical-level command posts in the Serbian Armed Forces, armed forces of the Russian Federation and the United States of America by criteria of conceptual determination (purpose and types) and organisation (composition and manner of functioning). Apart from the comparative method, the research utilised other methods as well: definitions and classification, content analysis and analysis and synthesis. The aim of the research is to describe the purpose, composition and work organisation at command posts of foreign armed forces, and compare them with command posts of the Serbian Armed Forces. The research results have unequivocally indicated that the purpose and types of command posts in the Serbian Armed Forces and in foreign armed forces are rather similar, while the composition, organisation and structure, and the manner of functioning are partially different.

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## Introduction

In all operations, commanders and commands (staffs) have their place where from they oversee the course of operations, receive information from subordinates, command subordinate units, and report to their superiors. The command of forces entails several hierarchical levels, and, accordingly, command posts are set up for each of those levels, however, one unit receives executive command from one command post (Rypkema, Jouke, et al. 2006).

The provisions of rules governing the organisation of command posts in the Serbian Armed Forces have not been changed since 2010. Due to the armed conflict taking place in the Republic of Ukraine, which can be considered to have an impact on the Republic of Serbia (Ramet & Zdravkovski, 2022: 53), it is necessary to explore the organisation and functioning of command posts of the Serbian Armed Forces in relation to foreign armed forces that participate in or influence the execution of military operations. The paper compares command posts in terms of work organisation, whereat only main command posts have been considered, since they are deployed by all tactical-level units, both in the Serbian Armed Forces, and in foreign armed forces.

The research has been conducted, utilising several scientific methods, with a view to comparing the purpose and work organisation at tactical-level command posts of the armed forces that have been taking part (directly or indirectly) in the Ukrainian armed conflict since 24th February 2022, which exerts influence on the Serbian Armed Forces through lessons learned. In this research, the methods for definition and classification, analysis of document content, comparative analysis and synthesis were used.

Main command posts of the Serbian Armed Forces were compared to command posts of the Armed Forces of the Russian Federation and the United States Armed Forces. The comparison with the Armed Forces of the Russian Federation was done due to the fact that they have launched the special military operation in the territory of the Republic of Ukraine (Sutyryn, 2022: 156). Though Ukrainian armed forces are the conflicting side in this armed conflict (Сідченко et al., 2022: 71), data about the research subject are not publicly available, hence, the comparative analysis was conducted in relation to determinants of the US Armed Forces which have largely contributed to the training and organisation of the Ukrainian Armed Forces (Ducich, et al., 2016: 49; Chetveryk, 2019: 11).

First, fundamental notions have been defined accompanied with the description and examples of tactical-level command posts in the Serbian Armed Forces. In the following stage of the research, using the method of content analysis of available open-source documents, information on command posts in armed forces of RF and USA were presented. In the last stage of the research, a comparative analysis of the research subject was conducted, i.e. tactical-units' command posts of the Serbian Armed Forces Army with equal level command posts in RF and USA. The conclusions of the analysis are presented at the end of the paper.

At the very beginning of the research available literature was gathered and processed. Key terms used for the query were: командна места, command post и командный пункт. The following electronic services were used for the search and study of the literature: Конзорцијума библиотека Србије за обједињену набавку ([www.kobson.nb.rs](http://www.kobson.nb.rs)), Министарство одбране Републике Србије/Службени војни лист ([www.mod.gov.rs/cir/4351/sluzbeni-vojni-list-4351/](http://www.mod.gov.rs/cir/4351/sluzbeni-vojni-list-4351/)) и EBSCO Information Services ([www.ebscohost.com](http://www.ebscohost.com)). The search included all documents whose content is available on mentioned services, and sites were accessed in the period between 1st January and 30th December 2022.

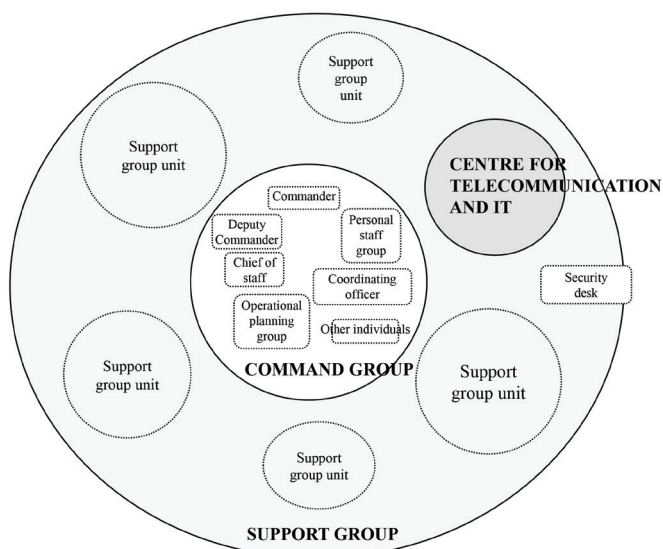
After that, criteria were defined for the inclusion, and exclusion of documents from preliminary defined document data base. The inclusion criteria were: documents which contain defined key words for the search, and fit into document search limited by the period from 1st January 2012 to 1st December 2022. The exclusion criteria were: documents that were not available in their entirety for the reading, and those referring to command posts, but which had been published earlier, meaning that only the latest documents were taken into consideration. Through implementation of inclusion and exclusion criteria a secondary document data base was generated. Terms used for the analysis of the content of this document data base were: purpose, type, elements, element composition, connection and relations between command post elements.

## Command posts of tactical units in the Serbian armed forces

In the Serbian Armed Forces, a command post is an element of operational-tactical deployment which enables the exercise of command in the area of operations (Karović, 2016: 319-320; Minić et al., 1997: 218). In the framework of the consideration of conceptual determination of tactical-level command posts, the research was initiated by determining the meaning of the phrase “tactical level”. In the Serbian Armed Forces, tactical level of command “includes the exercise of command by brigade level commanders, their equals and lower level commanders” (Doktrina komandovanja, u Vojsci Srbije, 2016: 22).

The number and types of command posts depend on the level of command (tactical, operational and strategic). Tactical-level commands are commands of brigade and battalion level, and units of equal rank or temporary formations. Types of command posts are: main, logistic, reserve, joint, exercise and false command post (Uputstvo za operativno planiranje i rad komandi u Vojsci Srbije, 2017: 141-142). When presenting the results of the research, the attention was dedicated only to main command post having in mind that all commands deploy it at tactical level. Chiefly, the area of the command post covers the area of 100x100 metres, and it is deployed along the centre of gravity of combat actions, on the area that enables successful command and management without frequent displacement: in defence - aligned with second line company, and in assault - 1 to 2 kilometres behind the first line companies (Karović, 2016: 328).

Due to the difference in forces engaged in operations, there is a pronounced functional organisation of work at command posts of temporary formations and their functioning in the decision-making process in operations (Krstović et al, 2012: 84). The structure of a tactical unit command consists of: commander and deputy commander, chief of staff and organisational units (Pravilo brigada Kopnene vojske, 2014: t.15-16). A main command post consists of the following elements: command group, support group and telecommunications and information centre. A *command group*, is generally comprised of: commander with his personal staff group, chief of staff, coordinating officers and a part of the group for operations planning. The composition of the main command post can include a number of members of a superior or subordinate command, state bodies, and persons for the coordination and harmonisation of efforts aimed at achieving common goals. *Support group* at the command post consists of a task force that provides support and protection of the command post. It is intended for the support of entire command post, for protection, reconnaissance for the requirements of the command, engineer works and similar. With its disposition, it protects the command post. Depending on the size of the command, the support group is distributed at a distance that ensures loose disposition at the command post. *Telecommunications and information centre* is the element of a command post composed of telecommunication-information stations set up to operate or operating at designated area, to provide telecommunications and information support to the command, for the purpose of a continuous and timely transmission, protection and processing of information for the needs of the command and management in operations (picture 1) (Uputstvo za operativno planiranje i rad komandi u Vojsci Srbije, 2017: 144146).



Picture 1: *Elements of the main command post (produced by the author)*

Primary areas of command posts are defined by superiors or the commander. Areas of command posts are defined within units' combat disposition to ensure better protection (Uputstvo za operativno planiranje i rad komandi u Vojsci Srbije, 2017: 143).

## Tactical-level command posts in the armed forces of the Russian federation

In the Armed Forces of the Russian Federation, command posts are established to organise command and management of units in operations, and they are established at different levels (strategic, operational, operational-tactical, and tactical), and their type is dictated by the locations that they occupy (Ogarkov, 1983: 195). The research covered brigade and battalion level command posts of the Russian Federation Army.

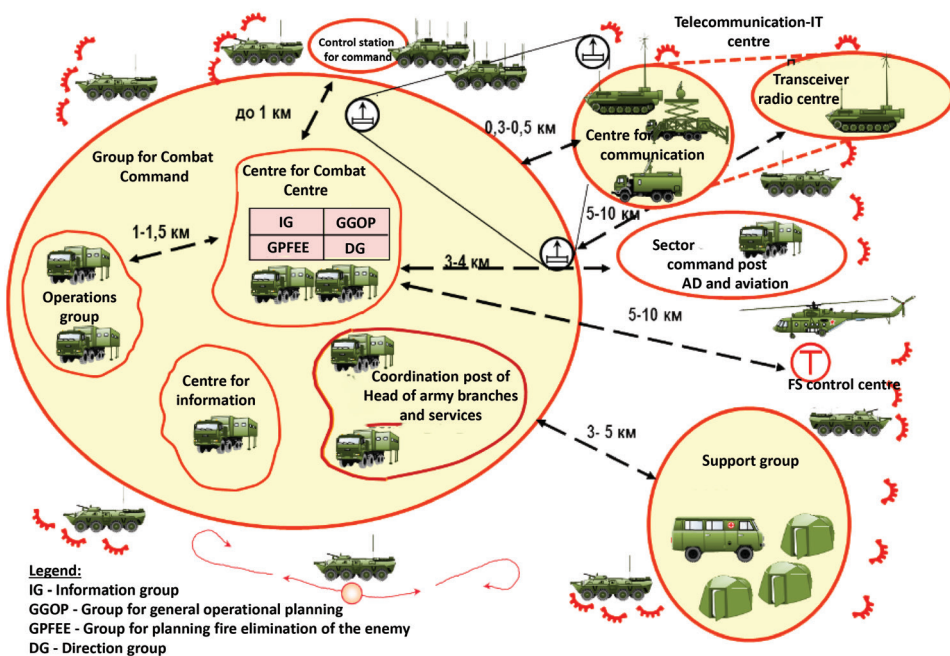
In a brigade-level unit, the command, or staff, consists of: commander, deputy commander, chief of staff - deputy brigade commander, deputy commander for morale, deputy commander for armament, deputy commander for logistics, chief of artillery, chief of air defence, chief of engineer service, chief of NBC protection, chief of division for human resources, assistant brigade commander for financial-economic affairs, chief of division for physical culture, assistant brigade commander for legal affairs (Военная катедра, 2010: 16).

Command posts are classified as follows: by purpose - main, reserve, logistic and auxiliary; by mobility - stationary and mobile; by degree of protection and security - secured and non-secured; by types of vehicles on which they are deployed - in ground vehicles, on aircraft, on trains (railway-road) and on ships (Торгованов et al., 2021: 197, 198-199). Another element that can be organised as part of a main command post is a forward command post (Grau & Bartles 2017: 141). In the continuation, the research focuses on main command posts.

Main command post is the primary one, where from units are controlled during the preparation and execution of an operation (Ogarkov, 1983: 195). This is where all decisions are made about the upcoming operation, the course of the operation, or about decisive moments of its execution, and finally it is where the results of activities are summarised and analysed. Generally, the commander is at the main command post together with the chief of staff, relying on staff personnel, divisions and services which provide support in the process of his decision-making. Depending on the situation, command, its part or the commander may exercise command from a command post of a subordinate command, from a forward command post, together with a portion of the staff, for the purpose of closer overseeing and gaining better insight into the situation in the area of operation. The aim of exercising command from a forward command post is the so-called *immediate command of the units* from the battle order of subordinate units. To ensure continuous exercise of command during the transition to the work from this command post, and to ensure security of the command-staff, it is necessary to enable working conditions for the commander and a portion of the command, in advance, before the relocation. Their relocation is performed using existing and available means of transport (Grau, 2016: 45).

A distinctive feature of command posts in the Armed Forces of the Russian Federation are the so-called control command posts (located on separate points and directions away from command posts), where a part of the staff from existing command posts is seconded (especially certain staff officers). The staff officers oversee the execution of commander's decision, ensure the continuity and vitality of command process, and control the course of actions (they can be located in their own rear and monitor the functioning of logistic support, or along separate directions at the centre of gravity of the operation execution). From thusly organised control posts-points within the existing command system, the exercise of command is done in certain periods, temporarily and directly with planned support and security. Material and technical assets used at command posts are: command-staff vehicles and telecommunication-information assets, accommodating staff officers that the commander personally selects (Торгованов et al., 2021: 31).

Main command posts in the Armed Forces of the Russian Federation consist of: Combat command group, Telecommunication and information centre and Support group (Скоков, 2010: 20). Picture 2 shows the displacement of the elements of the main command post in the Armed Forces of the Russian Federation (Скоков, 2010: 21).



Picture 2: Scheme of main command post in the Armed Forces of the Russian Federation with its elements

Combat command group (picture 3) consists of: Combat command centre, Group for general operational planning, Information group, Direction group and Group for planning fire elimination of the enemy. Combat command group makes a mandatory and unalterable formation: chief of staff, chiefs of operations and intelligence divisions, and 2 to 4 operations officers from the Group for general operational planning. The group is headed by an all-military commander (when different branches and services are joined). By the commander's order, the Combat command group may include deputy commander, chiefs of divisions, services and support divisions (Торованов et al., 2021: 31).

Combat command centre within the Combat command group is employed to command the subordinates, organise and support the synergy of units when transitioning from peace to the state of war, and to deploy units on the move, and prepare and execute operations. Its tasks are: all-encompassing analysis of the situation (with permanent calculation by which the analysis is further developed and enhanced) for the preparation, execution and after the execution of combat tasks, evaluation and comparison of the own and enemy combat capabilities, development of possible variants of the operation (on the basis of initial disposition and modelled combat actions of the sides, and selection of the best variant of the action), production of orders and assigning tasks to units, organisation and support of mutual actions and command, defining plans for the employment of units and provision of all-encompassing combat support, control of the execution of the operation and providing assistance to subordinates, ongoing planning and planning of future actions (Grau, 2016: 47).

Group for general operational planning within Combat command group is intended to plan the employment of units. The base of the group consists of operations officers, or specialist officers of divisions, and branches (specialities of the branch), and usually: operations division (10 to 11 members), reconnaissance division (one member), telecommunication and information division (one member), nuclear-chemical-biological service (one member), geo-topographical service (one member), air force division (one member), air defence division (one member), engineer division (one member) division for nuclear-chemical-biological protection (one member), moto-technical division (one member). At tactical-operational level, from the level of brigade and above, there are some 20 officers. The group is headed by Chief of general operations division, or deputy chief of operations division who is responsible for immediate management of this group (Grau, 2016: 48).

Information group is an independent element of the Combat command group. Primary tasks of the Information group within a command post staff are executed by Information centre. The staff combines service branches, branches and services of other units that are not part of a service branch, branch or a formation, hence, the Information group in joint divisions and services is composed of specifically assigned officers for information and public relations, and those are specialist officers who could be from other formations (Торованов et al., 2021: 32).

Direction group of the Combat command group is intended to ensure command over subordinate formations, during the transition of command to intensified - combat

mode of operation, and during temporary transition of units from peace to the state of war while preparing and executing operations in that state. Its tasks are to: gather, study, develop, analyse and evaluate existing situations within the purview of responsibility of its own formations; produce proposals for command bodies regarding the use of subordinate formations; send and organise received combat documents from subordinates and control of their execution-administration (Торговано et al., 2021).

Group for planning fire elimination of the enemy within Combat command group is intended to propose solutions to the commander, and plan the employment of units with combat capabilities significant for fire elimination of the enemy (Торгованов et al., 2021: 32).

## Tactical-level command posts in United States armed forces

In the United States Armed Forces, a tactical-level command of battalion and brigade rank consists of: commander, personal staff group, deputy commander, executive officer (chief of staff) and staff which assist the commander in planning, coordinating and overseeing operations. Each staff unit has its specific organisation. Staff sections work in different units as required and coordinate their activities (Headquarters, Department of the Army, 2010: 1-20). The staff consists of support sections (S-1 and S-4), intelligence section (S-2), operations section (S-3), communication officer (S-6), liaison officer (LNO) and, if authorised, officer for civilian and military operations (S-9). The personal staff group consists of a chaplain and command sergeant major. Personnel of specialist units include other crews with specific technical and functional expertise, such as a fire support coordinator, NBC officer, chief of fires and other (picture 3) (Headquarters, Department of the Army, 2006: 1-11).

In the provisions of US strategic and doctrinal documents relating to armed forces, functions associated with command posts are command and control. A command post is an area/facility (staff unit), where the commander with his staff exercises command. It varies in levels (strategic, operational and tactical), and each staff level establishes a command post, which are, apart from differences, defined by joint characteristics. The commander does not have to be present at the command post so the command and control functions can be performed from other separate locations. A very significant characteristic of the command post work is the fact that the command is trained to act in various situations depending on the location of the commander (Headquarters, Department of the Army, 2017:1).

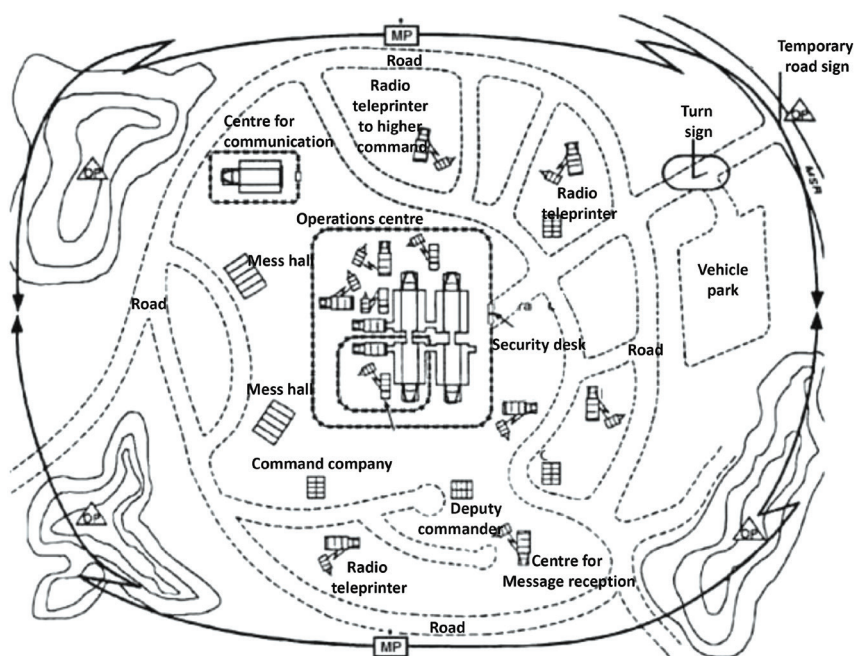
In the United States Armed Forces, a tactical-level command of battalion and brigade rank deploys following command posts: main - base, temporary, operational and tactical, logistic for training, deployment control in the area of operations or separate, and theatre and exercise (Headquarters, Department of the Army, 2017:1-7). The structure of command posts encompasses: a command group and a mobile command



group that performs control function, and it is separate from the main command post depending on the level of organisation (Headquarters, Department of the Army, 1993: 25). It can be concluded that command posts in the United States Armed Forces are associated with command functions and certain level of command.

The major portion of personnel makes the staff of the command post. They are employed to control ongoing operations, conduct detailed analysis and plan following operations. From the given definition, two primary functions of this command post can be recognised, and they can be discerned in the following questions: What now? and What next? These are common to all levels of organisation where command posts are deployed with the most common difference in terms of concrete combat action at tactical level or giving a wider picture as to what should be done at strategic level. In fact, main command post is a primary command post of a unit, and it represents the primary location for planning, analysing, coordination of sustainability and the evaluation of the course of operations (Headquarters, Department of the Army, 2021: point 2-1-2-9).

Main command post is larger in terms of scope and staff personnel, which makes it less mobile when compared to tactical command posts. The chief of staff or executive officer oversees the work of staff officers at the main command post (Lombardo & Selby, 2017: 1). Functions of main command post encompass operation control and receiving reports from subordinate units, but it also includes preparing reports for superior commands, planning following operations (with their branches and extensions), integrating received information into current operations and plans, synchronising target selection process, planning and coordination and evaluation of the overall level of operation execution (Greenberg, 2020: 2). Picture 3 presents a generic scheme of the main command post in the US Armed Forces and their support (Army Study Guide: Slide 11).



Picture 3: *The generic scheme of main command post in US Armed Forces and their support*

Tactical command post is a command and control facility where a part of already existing unit staff is located tasked to control segments (phases) of operations over limited time. It is a part of main command post. Its functions encompass control of certain units, specific tasks within a higher-level task of the operation or the control of the entire work of the unit over limited time when main command post is relocated or non-operational; then, the implementation of a short-term planning, proposing plans for future operations, participation in setting up operational group staff with subordinate units under its control (Headquarters, Department of the Army, 2017: point 1-1).

Tactical command post maintains permanent communication with the subordinates, superior staff, other command posts and support units. It is fully mobile and includes only necessary elements and equipment for their operation. It relies on the main command post regarding planning, detailed analysis and coordination of activities. Generally, deputy commander exercises command at tactical command post. When a commander does not employ tactical command post, a part of personnel can be assigned to main command post. Staff standing operating procedures thoroughly prescribe steps in such cases to ensure rapid separation of tactical from main command post (Headquarters, Department of the Army, 2017: point 1-24).

Command group and a mobile command group are a part of command post, but they function away from its location. They usually consist of commander, selected

officers of the existing staff who provide support to the commander in terms of the control of operation execution. Selected officers of certain branch-service within these specific groups are interchangeable, depending on the mission type, or the current event that they should influence (manoeuvre, natural disasters, technical-technological accidents, civil-to-military cooperation in the area of operation and similar). Required resources for the operation of these groups are taken from the main or tactical command post. The purpose of these groups is to enable the commander, using available vehicles or aircraft, to personally assess the situation and make decisions observing the situation on critical locations, concurrently having continuous link with main command post.

## Comparison of tactical-level command posts in the Serbian armed forces, Russian federation and United states of America

By comparing main command posts at tactical level given in previous text, or by applying comparative analysis and synthesis, conclusions are drawn that vary depending on criteria.

According to the criterion of *conceptual determination* of command posts, there is a similarity in the Serbian Armed Forces and armed forces of the Russian Federation and USA, i.e., conceptual determination of command posts is fundamentally identical, because in all three cases their purpose is to oversee the course of operations (receiving reports from subordinate units and producing reports for superior commands), integrate received information into current operations and plans, and to coordinate activities of the forces and plan following operations.

According to the criterion of *division of command posts*, differences appear in terms of the purpose. In the Serbian Armed Forces and the Armed Forces of the Russian Federation the division is made on the basis of the level of organization, while in the United States Armed Forces, divisions are primarily functional in mission execution. In accordance with such division, the United States Armed Forces deploy specific types of command posts in peace, war and emergencies.

According to the criterion of *structural organisation* of main command posts (command post elements and their responsibilities, i.e. their functions) a conclusion was drawn that in the Serbian Armed Forces and Armed Forces of the Russian Federation there are similar, clearly defined elements: command group/combat command group, support group and telecommunication and information centre. On the other hand, in the United States Armed Forces, command operation at a command post is organised by functions performed in operations asking questions as to how to exercise command in current operation, and how in the next one, and on the basis of the answer a functional command segment is deployed that answers the question: "What now" and a segment that replies to the question "What next" within tactical operations centres. Similarities in the organisation of work at command posts can be seen in functionality

terms during the conduct - execution of operations particularly with command groups/ combat command groups and the segment that deals with current developments.

In the Serbian Armed Forces, a command group at a command post operates by commander's orders in the process of planning, organising and executing operations. The commander commands the execution of an operation assisted by command part responsible for planning, organisation, coordination, control and analysis of its execution. They elaborate planning documents, produce orders, enter data in their work map and work map of the staff - command. The work of the command is chiefly organised within operations centre or operations room in line with approved standard operating procedures for an operation and guidance regulating the work of operations centre.

At command post in the Armed Forces of the Russian Federation, combat command group is employed to command the subordinate units, organise and support the synergy of units when transitioning from peace to the state of war, and to deploy units on the move, during preparation and execution of operations (combat actions). Concrete tasks of this group are: all-encompassing analysis of the situation (through permanent calculation, the analysis is further developed and enhanced) during the preparation, execution and after the execution of combat tasks, evaluation of the own and enemy combat capabilities, development of possible variants of the operation on the basis of initial disposition and modelled combat actions of the sides, and selection of the best variant of the action, production of orders and assigning tasks to units, organisation and support of mutual actions and command, defining plans for the employment of units and provision of all-encompassing combat support, control of the execution of the operation and providing assistance to subordinates, ongoing planning and planning of future actions.

The functions performed at a command post of the United States Armed Forces include, but are not limited to: operations control, receiving reports from subordinate units, and preparation of reports for superior commands, operations planning, including operation branches and extensions, integrating information into current operations and plans, synchronisation of target selection process, planning and synchronising operation sustainability and evaluation of the overall progress of the operation.

Accordingly, it can be said that command posts in the Serbian Armed Forces, armed forces of the Russian Federation and United States of America perform similar functions being intended with their personnel and through practised procedures, to provide support to commander for situation assessment and prediction, to gather information, make proposals and produce orders in the process of timely decision-making in the field.

Through comparison and analysis of the content a conclusion was made that the work of other command post elements (support group, telecommunication and information centre or elements of support) is described in more details and with greater attention in doctrinal documents of the Serbian Armed Forces and the Armed Forces of the Russian Federation than in the United States Armed Forces which makes the work of the officers within them easier, but it limits positive initiative in certain situations. The operation of these elements in the United States Armed Forces is explained in specific doctrinal documents, such as protection operations or special tactical-lev-

el procedures through the establishment of checkpoints, ambushes, communication control which relate to the provision of support to command posts. However, those procedures are applied in other combat situations as well, and they are not bound by specific scheme of providing support or immediate protection of the command posts like it is the case in the Serbian Armed Forces and the Armed Forces of the Russian Federation. Hence, it can be deduced that there is a difference in functional division of the work at command posts in the United States Armed Forces which perform their responsibilities with the focus on functions within operations, while the work of command posts in the Serbian Armed Forces and the Armed Forces of the Russian Federation, though organised in line with staff principle, is divided between groups which assign functions within them.

## Conclusion

On the basis of the comparison of command posts by criteria: purpose (types) and organisation of work (structural division and element functions) at command posts in the Serbian Armed Forces and armed forces of the Russian Federation and USA, a conclusion is drawn that, at the tactical level, both in theory and practice, there are great similarities reflecting the specificity of military profession and one of its functions - exercising command (a common characteristic of organised armed formations). In addition, research results indicate that there are also some differences in the organisation of work at command posts.

According to the criterion of *conceptual determination* there is a great similarity between compared command posts, i. e. they are practically identical. However, differences appear in the division of command posts according to purpose, where the division in the Serbian Armed Forces and the Armed Forces of the Russian Federation is organized based on the level of organization, while in the United States Armed Forces, divisions are primarily made by functions performed in mission execution.

Regarding the criterion of the *organization of command posts*, research results show similarities in the elements of command posts, but differences appear in the level of details when describing these elements, where the Serbian Armed Forces and the Armed Forces of the Russian Federation provide more detailed doctrinal documents compared to the documents of the United States Armed Forces.

Based on this comparison and observed similarities and differences in the organization of command posts in the Serbian Armed Forces, and armed forces in the Russian Federation and the United States, it can be concluded that understanding of functions and responsibilities of command post elements is of vital importance for the organisation of command posts in the Serbian Armed Forces. Moreover, the possibility of a more flexible division of command posts according to mission requirements should be considered, to encompass divisions based on functions and unit levels, providing greater adaptability in various situations. The results of the research can contribute to improving the organization of command posts in the Serbian Armed Forces, with continuous analysis and adaptation to modern challenges, creating a more efficient environment for decision-making.

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## Summary

The operational environment significantly influences all aspects of the command system, which constitutes an integral part of forces executing an operation. This affects both friendly and adversary forces, to the extent that success depends on adaptability. In the contemporary operational environment, new means exert a considerable impact on the conduct of operations. The command component of the military organizational system is particularly sensitive to modern technological aspects of war equipment.

Therefore, it must be understood that the physiognomy of future armed conflicts will be defined by rapid, uncertain, and complex changes in the dimensions of the operational environment. Commanders and staff units will face various uncertain and unforeseen situations, requiring anticipation, assessment, and more efficient adaptation to new situations compared to the adversary, demanding quicker reactions.

Through the use of the comparative method, the research analysed command posts at the tactical level in the Serbian Armed Forces, the Armed Forces of the Russian Federation, and the United States Armed Forces, utilizing criteria such as purpose, types, and organization (structural and functions of elements). Results indicated significant similarities both in theoretical and practical terms, reflecting the specificities of the military sector and one of its fundamental functions - command. However, differences emerge in the functional organization of command posts.

Concerning the criterion of conceptual determination, there is significant similarity, i.e., command posts in the compared armed forces are fundamentally identical.



However, differences appear in the division of command posts according to purpose, where the division in the Serbian Armed Forces and the Armed Forces of the Russian Federation is organized based on the level of organization, while in the United States Armed Forces, divisions are primarily functional in mission execution.

Regarding the criterion of the organization of command posts, research results show similarities in the elements of command posts, but differences in the detailing of descriptions of these elements, where the Serbian Armed Forces and the Armed Forces of the Russian Federation provide more detailed doctrinal documents compared to the United States Armed Forces.

Based on this comparison and observed similarities and differences in the organization of command posts in the Serbian Armed Forces, the Armed Forces of the Russian Federation, and the United States Armed Forces, it can be concluded that it is necessary to develop and improve detailed procedures explaining the work on elements of command posts in the Serbian Armed Forces. This would enable a better understanding of the functions and responsibilities of these elements. Moreover, the possibility of a more flexible division of command posts according to mission needs should be considered, encompassing divisions based on functions and unit levels, providing greater adaptability in various situations.

The results of the research can contribute to improving the organization of command posts in the Serbian Armed Forces, with continuous analysis and adaptation to modern challenges, creating a more efficient environment for decision-making.

*Key words: command posts, organization, functioning, comparative method, tactical units.*

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