

THE MODELS OF SUBORDINATION IN THE MECHANIZED SECTION ON M-80A INFANTRY FIGHTING VEHICLE*

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The organization of command in the mechanized section on M-80A infantry fighting vehicle is defined by the regulations and textbooks of mechanized units. The problem that is not covered in the regulations is the organization of subordination of soldiers of the mounted crew when performing tasks outside the vehicle. The regulations stipulate in principle that command is executed by single seniority and subordination, but that the mechanized section commanders organize their crews in the way they think is appropriate, in accordance with a certain mission and tasks. The decision-making on transferring commanding competencies and organization of subordinates in the chain of subordination within the mechanized section is a dilemma even for experienced commanders of mechanized units because this is defined by general principles of performing activities, whereby it is not known where the riflemen, sniper and machine gunners should be when they are outside the fighting vehicle.

During preparation and execution of activities, the mechanized section commander should adapt the model of subordination in relation to task, space, time and other factors that occur in combat operations. Thus, it can happen that the commander or deputy commander divides the mounted part of the mechanized section into several smaller units (groups, teams) in order to perform some task.

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The research performed by the analysis of content in regulations and textbooks, observing the way of work during the performance of activities, anticipating possible situations and discovering examples of good practice of the mechanized section commanders, the models presented in this paper have been formed.

After studying literature and questioning professional military personnel, the results of the research are the models of subordination in the mechanized section when the mounted part of the section is outside the vehicle. The analyzed models are divided into groups of models, where the dismounted part of the section is divided into: 1) basic model, 2) two groups and 3) three groups.

Key words: *mechanized section, M-80A infantry fighting vehicle, subordination, command and control, tactics of small mechanized units*

Introduction

In the Serbian Armed Forces, a part of mechanized units consists of infantry units equipped with M-80A infantry fighting vehicle. Their missions differ from the missions of regular infantry and armoured units. In combat operations, they get missions and tasks that represent a combination of infantry and armoured operations.

Units meet the constant demands of increasing combat readiness and their mobility on infantry fighting vehicles, especially in the urban environment.¹ In an attack, infantry fighting vehicle allows the mounted load to be transported as much as possible and to dismount when it approaches unfavourable terrain, obstacles that restrict movement, or strong anti-armour defence that cannot be bypassed or suppressed, while in defence it allows infantry to fight mounted and dismounted.²

Mechanized units have clear regulations for combat engagement of the infantry fighting vehicle crews. The regulations purposefully define the ways of work of the permanent part of the crew. For the mounted part of the crew, the structure and formation when it is in the vehicle is clearly defined. Moreover, it is defined that combat section can be in firing line, in groups or combined, and in certain situations in armoured vehicle.³

It has been noticed that there is no instruction on how to organize subordination in these situations, i.e. how the section commander, who is in the vehicle maintains

¹ Milorad Radetić, "Pravci daljeg razvoja borbenih vozila pešadije", *Vojnotehnički glasnik*, broj 2, 2001, p. 225.

² Headquarters Section of the Army, „*The Mechanized Infantry Platoon and Squad (APC)*”, FM 7-7, Washington, DC, 1985, p. 1-1.

³ "Pravilo mehanizovana četa, vod, odeljenje", Uprava oklopnih jedinica SSNO SFRJ, Vojnoizdavački zavod, Beograd, 1978, Item 10, Paragraph 3.

contact with the soldiers of the mounted part of the section outside the vehicle. This type of scenario is not considered in the regulation, and is very important in fight, when every mistake can be fatal. This is very important for the lowest-ranking section commanders, who need clear and concise instructions on how to organize their subordinates after they get out of the vehicle in order to perform combat and non-combat activities.

In order to find suitable models for the organization of subordination within the mechanized section, it is necessary to know that the command system in the Serbian Armed Forces is based on single seniority and subordination.^{4,5}

Single seniority provides that only one superior appears in the command system, that he commands and that he is responsible for carrying out tasks. The superior is responsible for the engagement of his unit because he is vested with decision-making, issuing orders and controlling their execution. He is also allowed to transfer a part of his command competencies to other subordinates.⁶ Subordination is the subjection of a group or individuals to the authority of the senior or superior.⁷ It is expressed through the relationship between superiors and subordinates. Subordination does not remove the initiative and creative work of the subordinate, who can choose how to conduct a task.⁸

The command relations have been researched on the basis of the organizational structure of the mechanized section, which is defined by the "Regulation of the mechanized company, platoon, section".⁹ According to the mentioned Regulation, the mechanized section consists of ten soldiers armed with automatic pistols, automatic rifles, sniper rifles, machine guns and hand grenades. Since the crew and its weapons has not and probably will not change for a long time, it is necessary to organize the crew in a way that would correspond to the current and assumed future missions and tasks.¹⁰ They also need the organization and procedures that will increase the capabilities of the vehicle and the dismounted part of the crew.¹¹

During the execution of missions and tasks, the section commander, as a superior, can, as usual, transfer a part of the command responsibility to the soldiers ap-

⁴ "Zakon o Vojsci Srbije", *Službeni glasnik Republike Srbije*, broj 116/2007, 88/2009, 101/2010 – dr. zakon, 10/2015, 88/2015 - odluka US i 36/2018, Item 9.

⁵ "Doktrina komandovanja – privremena", ZOK GŠ VS, Vojna štamparija, Beograd, 2016, Item 26.

⁶ Ibid, Item 26.

⁷ Borislav Ratković et al., *Vojni leksikon*, Vojnoizdavački zavod, Beograd, 1981, p. 594.

⁸ "Doktrina komandovanja – privremena", ZOK GŠ VS, Vojna štamparija, Beograd, 2016, Item 26.

⁹ "Pravilo mehanizovana četa, vod, odeljenje", Uprava oklopnih jedinica SSNO SFRJ, Vojnoizdavački zavod, Beograd, 1978.

¹⁰ Theodore Severn, *"Airland battle preparation: Have we forgotten to train the dismounted mechanized infantryman?"*, US Army war college, Carlisle Barracks, PA, 1988, p. 12.

¹¹ Carmichael John, *"Devising Doctrine for the Bradley Fighting Vehicle Platoon Dismount Element-Finding the Right Starting Point"*, a monograph, School of Advanced Military Studies, United States Army Command and General Staff College, Fort Leavenworth, Kansas, 1988, p. 1.

pointed as the group commanders. Thus, he creates hierarchical relationships at several levels of the organizational structure of the mechanized section.

In the preparatory phase of the research, the interviews with experienced officers and non-commissioned officers in the Serbian Armed Forces and the Ministry of Defence have been very helpful in identifying the needs of the mechanized section and the possibilities of its organization.

The objective of the research on the organization of subordination within the mechanized section has been limited to recording and describing models. The research has been conducted, to a limited extent, by implementing the method of content analysis of the documents "The Doctrine of Command of the Serbian Armed Forces", rules and regulations related to mechanized units, interviews with specialists, as well as on the basis of personal experiences of authors, gained through observation during training and exercises.¹²

The research has been conducted with the main objective to record all logically set models of the subordination organization within the mechanized section. The restriction has referred to the recording of possible models, but not to their mutual comparison. The main criteria for recognizing models have been: the capacities of the weapons handled by soldiers; the possibility for soldiers to be competent to command; safety at work; optimal speed of transferring commands from the superior to subordinates and reporting from the subordinate to the superior.

Studying the scientific literature of authors such as Babić (1988) "*Brzina – činilac uspeha u borbenim dejstvima oklopnih i mehanizovanih jedinica*" and Radetić (2001) "*Pravci daljeg razvoja borbenih vozila pešadije*", we have learnt about the directions of the development of mechanized units whereas the paper by Slavković et al. (2017) "*Upotreba oklopnih jedinica u operacijama u naseljenom mestu*", as well as the descriptions given by Šipka (2011) in the textbook "*Taktika oklopnih jedinica 1*", have particularly helped in understanding the tactics and needs of the mechanized section.^{13, 14, 15, 16}

During 2019 and 2020, the research team defined the research problem in the talks with fellow officers and non-commissioned officers of the Serbian Armed Forces and the Ministry of Defence within the preparations for the project „Influence of contemporary environment on the conduct of combat operations in urban areas”. The research that followed was performed through the analysis of documents, interviews with respondents and observation of the work of the mechanized section. The

¹² Zdržena operativna komanda Generalštaba Vojske Srbije, Doktrina komandovanja – privremena, Vojna štamparija, Beograd, 2016.

¹³ Manojlo Babić, "Brzina – činilac uspeha u borbenim dejstvima oklopnih i mehanizovanih jedinica", *Vojno delo*, vol. 40, br. 1, 1988.

¹⁴ Milorad Radetić, "Pravci daljeg razvoja borbenih vozila pešadije", *Vojnotehnički glasnik*, 2001, br. 1, pp. 83-100.

¹⁵ Rade Slavković, Branko Šipka, Jadranko Jukić, "Upotreba oklopnih jedinica u operacijama u naseljenom mestu", *Vojno delo*, 2017, pp. 223-240.

¹⁶ Šipka Branko, *Taktika oklopnih jedinica 1*, Vojna štamparija, Beograd, 2011, p. 93.

obtained results are presented as models of the subordination organization within the mechanized section. For the purpose of the research clarity, the mechanized section is isolated and considered as if other units have no influence on its tasks.

As a part of the research, an informal workshop was organized during classes with the participants of the Basic Command and Staff Course, in September 2019 at the Military Academy, which was attended by teachers and students of the programmes of armoured units and infantry. The respondents were mostly in the rank of captain to lieutenant colonel, on the duties of the platoon and company commander in infantry and armoured units. Participants were given the task to consider and present the organization of subordination within the mechanized section, taking into account other factors, such as doctrine and tactics.

Starting from the basic model of the subordination organization defined by the "Regulation of the mechanized company, platoon, section",¹⁷ respondents were tasked to present as many models of the subordination organization as possible based on the experience and logic of solving doctrinal missions and tasks when the mounted part of the crew leaves the vehicle and becomes the dismounted part of the crew. Thus, the attention of the respondents was focused on solving only one type of situation.

After developing their models of the subordination organization, they were divided into several groups. Additional explanations and opinions were also necessary in order to sort, consolidate and describe the results.

The knowledge and experience of these respondents, gained during the years of service, was valuable because they could present the subordination organization of the mechanized section based on rules, and also personal experiences.

The intention is to provide a basis for the next level of research that will include consideration of other factors. It has been noticed that the participants could not determine only one model of the subordination organization that would be universal for all situations. Instead, models that are suitable for *most* situations have been singled out. This has created a base of logical models of the subordination organization that can be used by the mechanized section commanders on M-80A infantry fighting vehicle.

Mechanized section

The mechanized section in the Serbian Armed Forces is the smallest organization of mechanized units. The mechanized section commander is the person responsible for everything in the section. The mechanized section consists of ten crew members, who are in M-80A infantry fighting vehicle. It is a combination of the permanent crew and the mounted part of the mechanized section. When the mounted part leaves the vehicle, it is called the dismounted part of the mechanized section (Figure 1).

¹⁷ "Pravilo mehanizovana četa, vod, odeljenje", Uprava oklopnih jedinica SSNO SFRJ, Vojnoizdavački zavod, Beograd, 1978, Item 5.

Armed Forces	Vehicle	Crew	Section commander	Section deputy commander	Dismounted part
 SAF	 M-80 IFV	 Drv GO	 Sect Com	 Sect Dep Com	 MG-1 MG-2 R-1 R-2 R-3 Sn

Figure 1 – *The Mechanized Section*

The permanent crew of the mechanized section consists of the section commander (abbreviated: Sect Com), the gunner operator (abbreviated: GO) and the driver (abbreviated: Drv). They are all armed with automatic pistols. When activities require it, they can also be armed with automatic rifles.¹⁸

The mounted part of the crew consists of seven members: the deputy commander of the mechanized section (abbreviated: Sect Dep Com), two machine gunners (abbreviated: MG-1 and MG-2), the sniper (abbreviated: Sn) and three riflemen (abbreviated: R-1, R-2 and R-3)¹⁹ (Figure 1). They are armed with four automatic rifles, two machine guns and a sniper rifle. The additional weapons include rifle grenade launchers and hand grenades.

The section commander is superior to all members of the infantry fighting vehicle crew. At the same time, he is the superior officer to the members of the permanent part of the crew: the driver and the gunner operator, as well as to the deputy commander of the section in the direct chain of command. The deputy commander of the section is superior to the soldiers of the dismounted part of the section when they dismount from infantry fighting vehicle (Figure 2).

The mounted part of the crew is transported in infantry fighting vehicle and can perform combat tasks from the vehicle, and also out of the vehicle.²⁰ When the mounted part of the crew dismounts from the vehicle, it becomes the dismounted part of the section and performs tasks followed by infantry fighting vehicle that provides fire support with 30mm autocannon, 7.62 mm PKT machine-gun and 9M14M "Malyutka" anti-tank system.²¹

¹⁸ Šipka Branko, *Taktika oklopnih jedinica 1*, Vojna štamparija, Beograd, 2011, p. 13.

¹⁹ Šipka Branko, *Taktika oklopnih jedinica 1*, Vojna štamparija, Beograd, 2011, p. 13.

²⁰ Ibid, p. 13.

²¹ Headquarters Section of the Army, „*The Infantry Rifle Platoon and Squad*”, FM 3-21.8 (FM 7-8), Washington, DC, 2007, Item 1-47

The mechanized section on M-80A infantry fighting vehicle is very mobile, has anti-armour weapons and provides armoured protection of the crew from the effects of small arms, artillery projectiles and hand grenades. It also reduces the effects of nuclear, chemical and biological agents. The combat capabilities of the mechanized section are best expressed when they perform tasks together with tanks, on the open or manoeuvring ground and during the day.²²

The mechanized section fights in accordance with a set task and the development of situation. When contact with the superior is disrupted, the section commander makes decisions on his initiative, organizes combat operations and takes measures to establish contact with the superior.²³

The mechanized section in combat can be in firing line, in groups or combined, and in certain situations in armoured personnel carrier.²⁴ The section commander is responsible for all the capabilities of the section that he commands directly.²⁵ He directly commands the dismounted part of the section in combat and the part of the section that dismounted from the vehicle accepts combat.²⁶ If he is not in the vehicle, the commander is a part of the distribution of the dismounted part of the section, at a place where he can monitor situation and issue commands to the entire section. He maintains a radio, courier and signal connection.²⁷

The mechanized section can perform anti-armour actions at short, medium and long distances using anti-armour missiles.²⁸ It moves on a march as a part of a mechanized or tank platoon, as side security to a company and as a leading battalion patrol.²⁹

The mechanized section commander is tasked with commanding the permanent crew – the dismounted part of the crew of infantry fighting vehicle.³⁰ In peacetime, he is directly superior to nine soldiers, and subordinated to the mechanized platoon commander. Each soldier in the mechanized section has personal weapons and assigned tasks. In order to carry out activities in accordance with set tasks, the section commander transfers a part of his command competencies to the soldiers who show the ability to be the group-team commanders.³¹ This strikes a balance between movement, fire and security.³²

²² "Pravilo mehanizovana četa, vod, odeljenje", Uprava oklopnih jedinica SSNO SFRJ, Vojnoizdavački zavod, Beograd, 1978, Item 5.

²³ Ibid, Item 7.

²⁴ Ibid, 1978, Item 10.

²⁵ "Pravilo tenkovska četa, vod, tenk", SSNO SFRJ, UOJ-5, Vojnoizdavački zavod, Beograd, 1978, Item 18.

²⁶ Ibid, Item 18.

²⁷ "Pravilo mehanizovana četa, vod, odeljenje", Uprava oklopnih jedinica SSNO SFRJ, Vojnoizdavački zavod, Beograd, 1978, Item 44.

²⁸ Ibid, Item 120.

²⁹ Ibid, Item 137.

³⁰ Directorate of Intelligence, *The Cutting Edge: Soviet Mechanized Infantry in Combined-Arms Operations*, a research paper, 1987, p. 13.

³¹ "Doktrina komandovanja – privremena", ZOK GŠ VS, Vojna štamparija, Beograd, 2016, Item 59-60.

In this way, the mechanized section commander manages to command the entire section through the group-team commanders, who, after receiving an order from him, continue to carry out and direct their activities.

The models of the mechanized section subordination organization

Due to the complexity of the infantry fighting vehicle system, the mechanized section commander is in all models of the subordination organization, as a part of the permanent crew and commands the dismounted part of the section directly.

It has turned out that direct command is not feasible because the section commander is not capable of monitoring the situation at the dismounted part of the section from infantry fighting vehicle, which is happening 100 to 200 meters from him. Thus he usually gives permission to the deputy commander of the mechanized section to decide on the manner of performing action. However, it is also possible that even the deputy commander of the mechanized section is not capable of monitoring situation, so he transfers the responsibility to the group commander. This group commander is usually a soldier with enough competencies and experience to earn the trust to command other soldiers and to make a decision on the action of the entire section when his group is at the centre of action in order to shorten time and increase efficiency.³³ Thus the activity and initiative of subordinates are encouraged.³⁴

Following this definition and study of literature sources and interviews with specialists regarding the dismounted part of the mechanized section on infantry fighting vehicle, the results have been divided into: 1) basic model, 2) models of two groups and 3) models of three groups.

Model 1 – Basic model

In the basic model of the subordination organization, the mechanized section commander is at the same time directly superior to all soldiers of the permanent part and the dismounted part of the section. Organizing subordination with the permanent part of the section he is directly superior to the driver and the gunner operator. He commands the dismounted part of the section through the deputy commander of the mechanized section. The deputy commander of the mechanized section is superior to all other soldiers of the dismounted part of the section. (Figure 1).

³² Chris Smith, Tony Duus and Simeon Ward, „*Contemporary Warfare, the Utility of Infantry, and Implications for the Project Land 400 Combined Arms Fighting System*”, Australian Army Journal, Volume VII, Number 2, Winter 2010, p. 25.

³³ „Mission Command: Command and Control of Army Forces”, Headquarters Section of the Army Washington, D.C., Army Doctrine Publication No. 6-0, ADP 6-0, 2019, point 1-27.

³⁴ „Doktrina kopnene vojske”, Komanda Kopnene vojske Generalštaba Vojske Srbije Ministarstva odbrane, L-0, Medija centar Odbrana, Vojna štamparija, Beograd, 2012, p. 58.

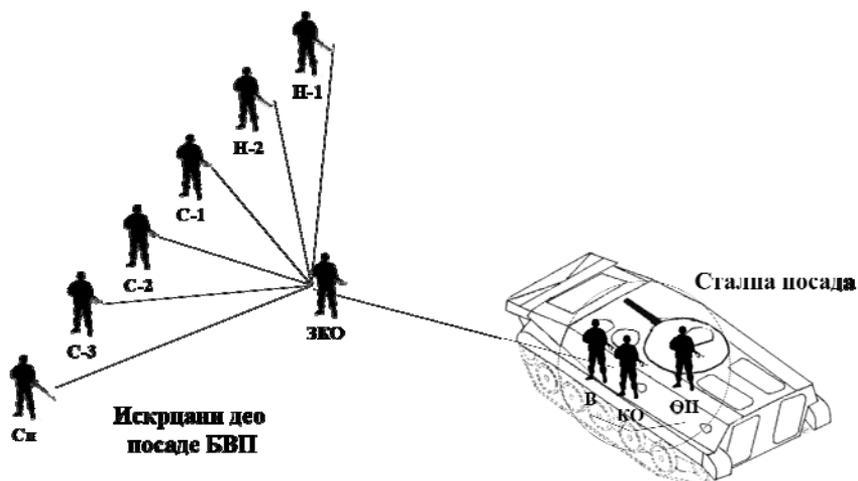


Figure 2 – Model 1 – Basic Model³⁵

In this model, the deputy commander of the mechanized section is engaged in nine direct subordination relations in which he is superior and a subordination relation to the mechanization section commander, which represents more subordination relations than defined by the Doctrine of Command in the Serbian Armed Forces.³⁶ According to the collected data, this model is most often implemented in the non-combat activities of the Serbian Armed Forces.

Model 2 – Models of two groups of the dismounted part of the section

The second group of models of the subordination organization within the mechanized section on M-80A infantry fighting vehicle has been made on the basis of collected information and proposals of the armoured units and infantry specialists. It is characteristic for these models that the dismounted part of the mechanized section is divided into two groups and that the deputy commander does not have to be in any of these groups.

These models, due to the composition of groups, are divided and grouped into models 2.1, where soldiers are evenly distributed in groups according to the type of weapons and duties, and models 2.2, where soldiers with the same and similar weapons and specialties reaching mobility and fire support while performing activities are grouped together.

³⁵ The illustration of M-80 IFV has been taken and adapted from Šipka Branko, Taktika oklopnih jedinica 1, p. 93.

³⁶ "Doktrina komandovanja – privremena", ZOK GŠ VS, Vojna štamparija, Beograd, 2016, Item 78.

Model 2.1. – Model of two groups – the permanent crew on the vehicle, and the dismounted part divided into two groups

In model 2.1. of the subordination organization, the permanent part of the section is directly subordinated to the mechanized section commander. The deputy commander of the mechanized section is also subordinated to him, as well as the entire dismounted part of the mechanized section divided into two groups. These groups include the machine gunner, sniper and rifleman.

In models 2.1.1. and 2.1.2. the commander of the mechanized section is superior to the deputy commander of the mechanized section, and he is superior to two group commanders. There are three soldiers in a group. The group commander is directly superior to two soldiers (Figure 3).

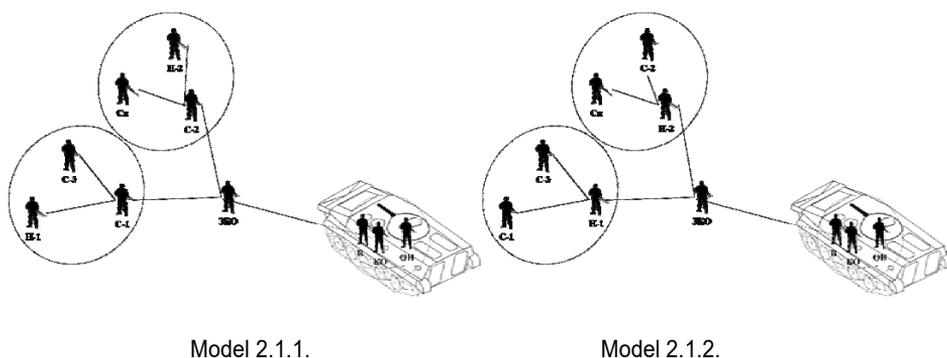


Figure 3 – Model 2.1.1. and Model 2.1.2.

The difference between these two models is that in model 2.1.1. in two groups of soldiers of the dismounted part of the mechanized section, the riflemen R-1 and R-2 are appointed as the group commanders, while in model 2.1.2. the machine gunners MG-1 and MG-2 are appointed as the group commanders (Figure 3).

In models 2.1.3. and 2.1.4. the deputy commander of the mechanized section is at the same time the commander of a group, in which three soldiers (MG-1, R-1 and Sn) are directly subordinated to him, and he is superior to the commander of the other group. Two soldiers (R-2 and R-3) are subordinated to the commander of the second group MG-2 (Figure 4).

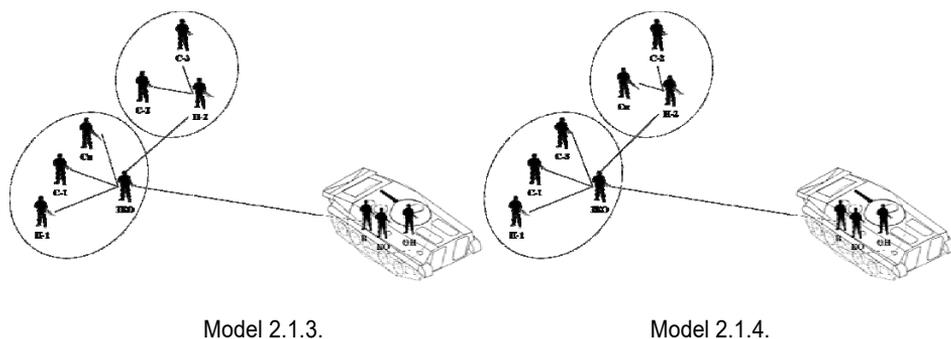


Figure 4 – Model 2.1.3. and Model 2.1.4.

The difference between models 2.1.3. and 2.1.4. is the sniper position that is within the first group in model 2.1.3., while in model 2.1.4. he and the rifleman R-3 swap places in groups (Figure 4).

In models 2.1.3. and 2.1.4. the machine gunner MG-2 is appointed as the commander of the second group (Figure 4), while in models 2.1.5. and 2.1.6. the riflemen R-2 is appointed as the commander of the second group (Figure 5).

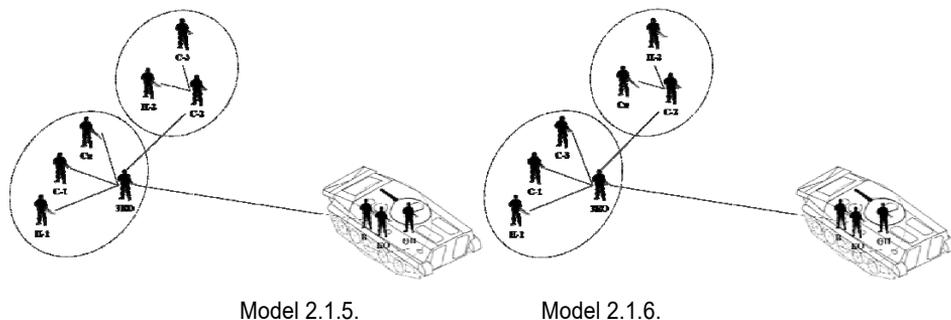


Figure 5 - Model 2.1.5. and Model 2.1.6.

The division of the dismounted section into two groups is most often performed in order to enable action by weapons of fighting vehicle through the interspace between the groups. The groups also have the role of protecting the flanks of infantry fighting vehicle. Model 2.1.5. and the procedures have been described by Šipka (2011) in his textbook "Taktika oklopnih jedinica 1".³⁷

³⁷ Šipka Branko, *Taktika oklopnih jedinica 1*, Vojna štamparija, Beograd, 2011, p. 93.

In model 2.1.7. the sniper was appointed as the commander of the second group (Figure 6).

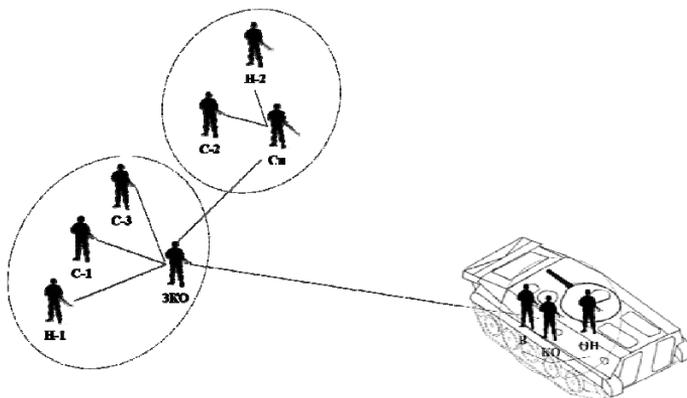


Figure 6 – Model 2.1.7.

Model 2.1.7. represents a modification of model 2.1.4. and 2.1.6. In that model, the sniper Sn is appointed as the commander of the second group, with the strength of three soldiers (Sn, MG-2, R-2). The difference in relation to models 2.1.4. and 2.1.6. is the position of the sniper, who is now appointed as the group commander (Figure 6).

Model 2.2 – Models of two groups within the dismounted part of the section that are the factors of fire and movement

In this group of models, the dismounted part of the section is divided into two parts - groups: fire and mobile. These parts are the basis of modern tactics of the lowest units used to move on the battlefield in the presence of an enemy, especially when a unit is under fire. It involves the use of all available shelters and the coordinated movement of the movement group supported by the fire group and infantry fighting vehicle. It is used when advancing towards an enemy in attack, or when retreating in defence.³⁸

In models 2.2.1. and 2.2.2. the first group is the movement group and consists of four soldiers: rifleman 1, 2 and 3, who are subordinated to the deputy commander of the mechanized section. He is at the same time a superior officer to the other group and the subordinate in relation to the mechanized section commander. The second group, which is the fire support group, consists of three soldiers: the machine gunners MG-1, MG-2 and the sniper. In model 2.2.1. the group is commanded by the sniper, and in model 2.2.2. the group is commanded by the machine gunner MG-1.

³⁸ „Armor and Mechanized Infantry Company Team”, Armor and Mechanized Infantry Company Team, ATP 3-90.1, 2016, pp. 7-10 ATP 3-90.1, 2016, pp. 7-10

The deputy commander of the mechanized section is the commander of the group that performs action by movement, while the fire support group and the permanent crew support it with fire (Figure 7).

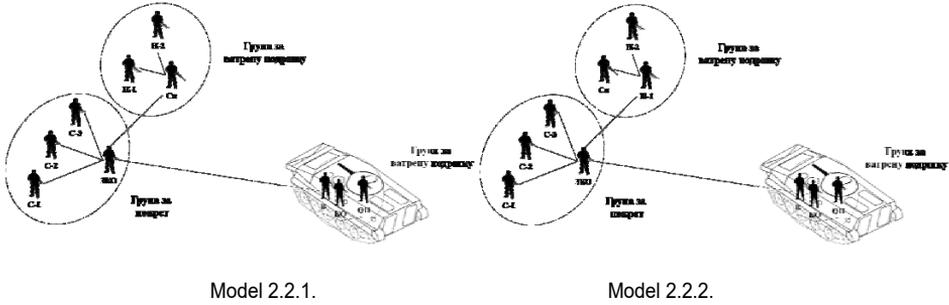


Figure 7 – Model 2.2.1. and Model 2.2.2.

In models 2.2.3. and 2.2.4. the first group is the movement group, and the second group is still the fire support group. The difference between these two models is the position of the rifleman R-1. In model 2.2.3. he is the commander of the second group and in model 2.2.4. he is the subordinate in the first group. In model 2.2.4. the machine gunners comprise the second group and in cooperation with the permanent crew are fire support to the first group performing movement (Figure 8).

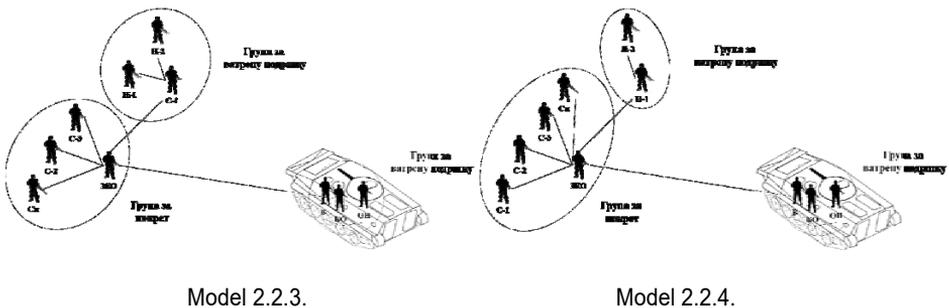


Figure 8 – Model 2.2.3. and Model 2.2.4.

In model 2.2.5. the deputy commander of the mechanized section is the commander of the fire support group in which the machine gunners MG-1, MG-2 and the sniper are subordinated to him. The second group is commanded by the rifleman R-1, and the riflemen R-2 and R-3 are subordinated to him (Figure 9).

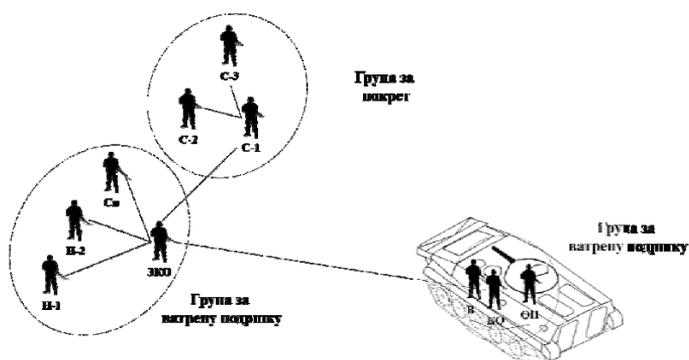
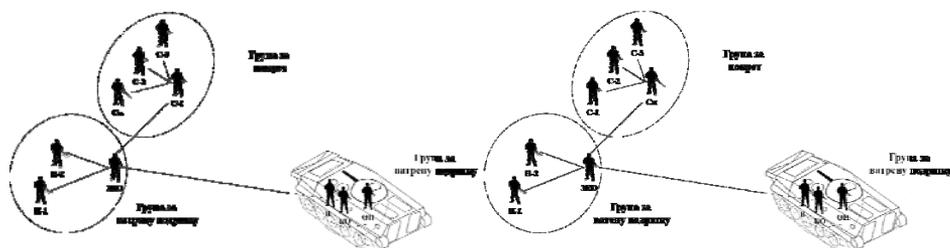


Figure 9 – Model 2.2.5.

In models 2.2.6. and 2.2.7. the first group is for fire support and consists of the machine gunners MG-1, MG-2 and the deputy commander of the mechanized section, who commands the group. The second group consists of the riflemen R-1, R-2, R-3 and the sniper. The difference is that in model 2.2.6. the rifleman R-1 is the group commander, and in model 2.2.7. the group is commanded by the sniper (Figure 10).



Model 2.2.6.

Model 2.2.7.

Figure 10 – Model 2.2.6. and Model 2.2.7.

Model 3 – Models of three groups of the dismounted part of the section

In this group of models, models are grouped for the situations when the dismounted part of the section is divided into three groups. The division of the section into three groups is not a common organization in the field, but it could be used for some situations.

In models 3.1. and 3.2. the first and second group consist of the machine gunner MG-1 (MG-2) and the rifleman R-1 (R-2). In both groups, the machine gunner is appointed as the group commander. The group commanded by the deputy commander of the mechanized section consists of the rifleman R-3 and the sniper (model 3.1). In model 3.2. the rifleman R-2 from the second group swaps places with the sniper, and the machine gunner MG-2 continues to command the second group (Figure 11).

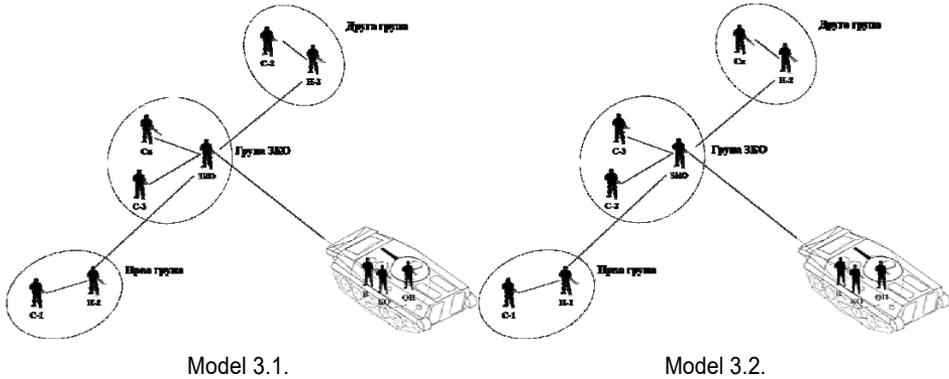


Figure 11 – Model 3.1. and Model 3.2.

In Models 3.3. and 3.4. the first and second group consist of the machine gunner MG-1 (MG-2) and the rifleman R-1 (R-2). In both groups, the rifleman R-1 (R-2) is appointed as the group commander. The group commanded by the deputy commander of the mechanized section consists of the rifleman R-3 and the sniper (model 3.3). In model 3.4. the rifleman R-2 from the second group swaps places with the sniper, so the sniper becomes the commander of the second group (Figure 12).

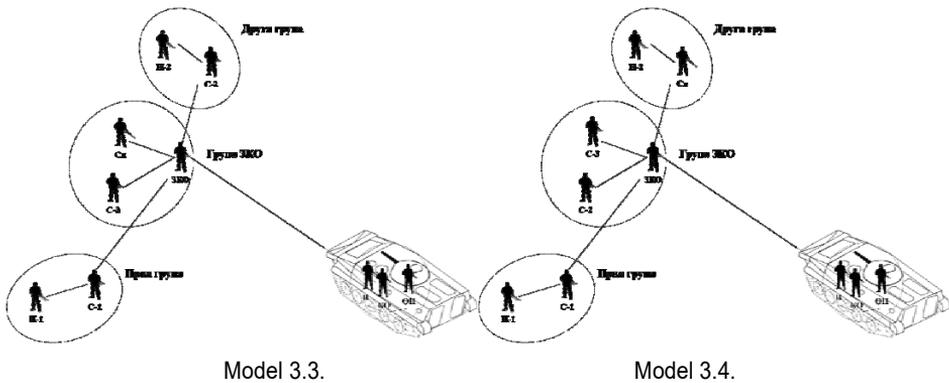


Figure 12 – Model 3.3. and Model 3.4.

In models 3.5. and 3.6. the first group consists of the rifleman R-1 and the machine gunner MG-1, who is also the group commander. In model 3.5. the second group consists of two riflemen R-2 and R-3 commanded by the machine gunner MG-2. The group of the deputy commander of the mechanized section consists of the sniper and the deputy commander of the mechanized section, who is also superior to the commanders of the first and second group (model 3.5).

In model 3.6. the sniper from the group of the deputy commander of the section and the rifleman R-3 from the second group have swapped places (Figure 13).

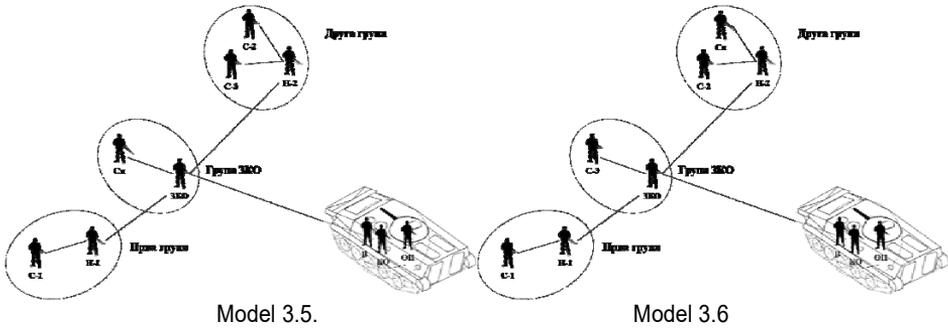


Figure 13 – Model 3.5. and Model 3.6.

In model 3.7. the composition of the groups is the same as in model 3.5, but it differs in that instead of the machine gunners MG-1 and MG-2, the riflemen R-1 and R-2 have been appointed as the group commanders (Figure 14).

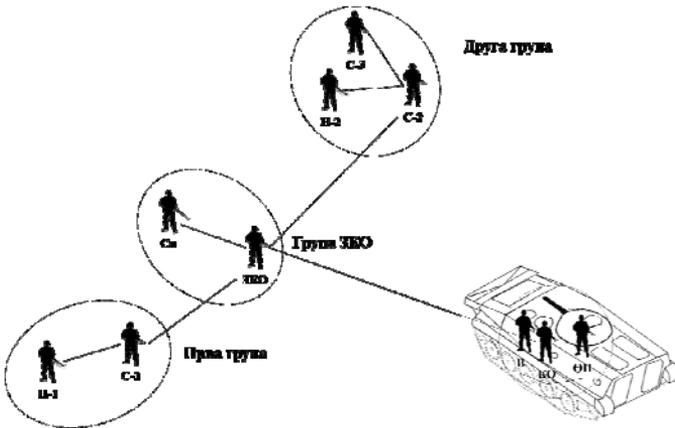


Figure 14 – Model 3.7.

The group of commanders consists of the deputy commander and the sniper, but it is possible to combine the position of the rifleman R-3 and the sniper as in model 3.6.

Conclusion

The organizational structure from the “Regulation of the mechanized company, platoon, section “ (1978) has been the basis for researching the subordination organization model within the mechanized section. The research has been conducted by using the methods of document content analysis, interviews and observations, with the aim of recording all logically set models of the subordination organization within the mechanized section. The scope of the research is limited to the classification and presentation of the model of the subordination organization of the mechanized section on M-80A infantry fighting vehicle when the dismounted part of the section is outside the vehicle.

From the basic structure of the mechanized section, which is presented as Model 1. and which is understood as the main one, during the analysis based on scenarios, it has been identified that within the mechanized section it is possible to establish 22 subordination organizations when the mounted part of the section dismounts from infantry fighting vehicle.

These 22 models of organizational structure are, due to their specifics, grouped into three groups of models, where the dismounted part of the section is divided into: 1) basic model, 2) models of two groups and 3) models of three groups (Table 1).

Table 1 – *The overview of the subordination organization model within the mechanized section on M-80A infantry fighting vehicle*

Model (x)	Subgroup – first level (x.x)	Subgroup – second level (x.x.x)							
Model 1.	Basic model								
Model 2.	Models of two groups in the dismounted part of the section								
	Model 2.1.	The crew and dismounted part divided into two groups							
		Model 2.1.1.	Model 2.1.2.	Model 2.1.3.	Model 2.1.4.	Model 2.1.5.	Model 2.1.6.	Model 2.1.7.	
	Model 2.2.	The crew and dismounted part divided into two groups (fire and movement)							
		Model 2.2.1.	Model 2.2.2.	Model 2.2.3.	Model 2.2.4.	Model 2.2.5.	Model 2.2.6.	Model 2.2.7.	
	Model 3.	Models of three groups in the dismounted part of the section							
Model 3.1.		Model 3.2.	Model 3.3.	Model 3.4.	Model 3.5.	Model 3.6.	Model 3.7.		

Two models have been discovered in literature: model 1 shows the organizational structure from “Pravilo mehanizovana četa, vod, odeljenje” (1978), and model 2.1.5. has been presented by Šipka (2011) in “Taktika oklopnih jedinica 1”.

In all models, the implementation of activities and initiatives is assumed, as an important principle in the subordination organization within the mechanized section, where the commander of the mechanized section, located in the vehicle, encourages the deputy commander of the section outside the vehicle to independently command and make decisions, as well as to support him in his decisions. Further organization of subordination defines that the soldiers appointed by the deputy commander of the section as the group commanders are obliged to perform tasks in accordance with the idea of the superior, but they also have the opportunity to perform it in a way adapted to the situation they see in front of them.

This research proposes 22 solutions for the organized subordination of the dismounted part of the mechanized section. The lack of material resources has made it impossible for the research to continue, but the obtained results have been presented, so that the work on the research could be continued by including practical verification in relation to missions, space, situations, circumstances, etc.

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Summary

The organization of command in the mechanized section on M-80A infantry fighting vehicle is defined by the regulations and textbooks of mechanized units. The problem that is not covered in the regulations is the organization of subordination of soldiers of the mounted crew when performing tasks outside the vehicle. The regulations stipulate in principle that command is executed by single seniority and subordination, but that the mechanized section commanders organize their crews in the way they think is appropriate, in accordance with a certain mission and tasks. The decision-making on transferring commanding competencies and organization of subordinates in the chain of subordination within the mechanized section is a dilemma even for experienced commanders of mechanized units because this is defined by general principles of performing activities, whereby it is not known where the riflemen, sniper and machine gunners should be when they are outside the fighting vehicle.

During preparation and execution of activities, the mechanized section commander should adapt the model of subordination in relation to task, space, time and other factors that occur in combat operations. Thus, it can happen that the commander or deputy commander divides the mounted part of the mechanized section into several smaller units (groups, teams) in order to perform some task.

The research performed by the analysis of content in regulations and textbooks, observing the way of work during the performance of activities, anticipating possible situations and discovering examples of good practice of the mechanized section commanders, the models presented in this paper have been formed.

After studying literature and questioning professional military personnel, the results of the research are the models of subordination in the mechanized section when the mounted part of the section is outside the vehicle. The analyzed models are divided into groups of models, where the dismounted part of the section is divided into: 1) basic model, 2) two groups and 3) three groups.

Key words: mechanized section, M-80A infantry fighting vehicle, subordination, command and control, tactics of small mechanized units

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