
RELATIONSHIPS BETWEEN COMMAND, MANAGEMENT, AND COMMUNICATIONS. TO CONTINUE IN DIFFERENT DIRECTIONS OR TO REMAIN IN SAME FIELD?

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Abstract: Management and Command²⁵³ are two different words and terms, but military structures use them as synonyms. Military commanders' authorities are almost equal in meaning to civilian managers' privileges and power. Comparison between military command and the civilian management system structure, organization, and way of work shows almost full identity and overlapping. The highest in scale and size military systems are national ministries of defense and multinational military alliances and coalitions. Military systems at this level combine military command structures with civilian political leadership and support elements. Therefore, they incorporate both military command and civilian management organizations without any complications, because their nature originated from same source and have similar framework and content. Management of organizations requires communication in order to plan, coordinate, lead, control, and conduct all routine or extraordinary activities. Immediate long-distance communications originated from telegraphy, which was firstly applied in 19th century. Later, long-distance communications included telephony, aerial transmitting, satellite, and last but not least internet data exchange. They allowed immediate exchange of letters, voice and images, bringing to new capabilities of the managers. Their sophisticated technical base brought to new area of the military command and civilian management structures. These area covered technical and operational parts of communications, and created engineer sub-field of science, that has become one of the most popular educations, worldwide. Communications were excluded from the military command and moved to separate field, named Computers and Communications. A historic overview and analysis of the command and management structures and requirements shows their relationships, common origin, and mission. They have significant differences: management and control are based on humanities, natural and social sciences, while communications are mainly based on engineering and technology. These differences do not create enough conditions for defragmentation of communications from the management structures. They exist together in symbiosis and management structures need communications in order to exist and multiply their effectiveness and efficiency. Future defragmentation between military command and communications will bring risks of worse coordination, need for more human resources, and worse end states. These risks are extremely negative for nations and should be avoided by wide appliance of the education and science among nowadays and future leaders, managers, and commanders.

Keywords: command, management, military, communications.

1. INTRODUCTION

Traditionally, the knowledge has been mystic and fearful, when it is unexplainable or outside of our educational limits. In ancient times, Egyptian priests were highly educated and their predictions for solar eclipse, using astronomy knowledge, were accepted by people as an extraordinary capability.

This attitude to the science and the knowledge has continued for thousands of years. Native Americans, Australians, and Polynesians met Europeans like gods, just because they were not able to realize that white people possess capabilities and powers, which are result of scientific but not god's acts. Same Europeans, laughing to the Native Americans lack of knowledge trailed and burned Giordano because of his progressive taught, in 1600 year AD. Many great scientists theories have not been accepted by their colleagues, just because were not easy explainable. Some levels and kinds of the science and the knowledge are so unacceptable and shocking, that in 21st century exist flat Earth societies, which members are not illiterate people, but people with university education.

Communication capabilities differ human beings from all kinds of animals. We are able to exchange much more in quantity and better in quality and content information compared to any animal kind. People receive almost entire information by their eyes and ears. Human communications had been oral or gestures until first scripts were invented. Speaking, writing, and reading in own or foreign languages were easy acceptable by majority of people.

Modern technologies brought new ways to transfer enormous information at high distances, within a short time. Use of technologies for exchange of symbols, sounds, and images is wide known as communications. It is in

²⁵³ The term Command will be accepted as an aggregation of Command at all military levels of command and Military Strategy, Operational Art, and Tactics.

responsibility of communication structures, either in civil or military organizations. But, the US Army accepted to call these structures Signal units. The Russian Empire Army and Navy named their communication units “connection units” and “signal men”, which was followed by some countries in the past.

The data exchange innovations are wide spread and popular. Internet and mobile communications are used by almost everyone, but not many people are familiar with technology and way of work of long distance radio, optical cables, digital communications, and computer systems. Majority of their users just press buttons, click icons, and install software, following a simple path. For these people professional communication engineers and operators can be compared with oracles doing divines. Probably, this is a reason to accept Communications as a separate branch of science, which is not related to the Management.

2. MANAGEMENT VERSUS COMMAND

I will compare the Management and the Command, in order to analyze how different or how similar are they. The comparison will reveal the essence of their common section.

Comparison 1 (age): The management like a human’s activity came into being when the first labor co-operation societies were conducted, and they required organization, exchange, and supplying. But, the birth of the management science is dated at the end of 19th century and first years of the 20th century.²⁵⁴

The military command originated during pre-historic and ancient times, executed by tribe chieftains and country rulers. Later, ancient Greeks and Romans left to the European culture several manuscripts and lessons regarding command of forces.²⁵⁵ The Romans established positions for professional military high ranking commanders.²⁵⁶

Same was done eastward by the Chinese general Sun Tzu, who wrote the famous “The Art of War”. This does not bring to conclusion that the management is much younger than the command. Tribe chieftains, rulers, kings, emperors, and all kinds of leaders were commanders of the armed forces, and supreme managers of the state’s economy. But they studied military tactics, strategies, mathematics, philosophy, literature, and etc., but did not study how to manage an economy; they were more heirs of property and basic knowledge of its governing, than educated managers of a business system of systems.

The conclusion of this comparison is that both activities are almost at same age, but the military command is older as a scientific area. A probable reason for this is that ancient nobles were happy to fight and win, but were not happy to get involved in any relationship with dirty and non-prestigious work in farms or workshops. Therefore, their scientists, and the society were under lord’s influence and worked in direction to create and make the military Command significant, but not the management of the business.

Comparison 2 (terminology): Management and Command have linguistic and vocabulary meanings. The English language is precise in terminology and describes terms very accurate.

The military meaning of Command is “1. The authority vested in an individual of the armed forces for the direction, coordination, and control of military forces; 2. An order given by a commander, that is, the will of the commander expressed for the purpose of bringing about a particular action; 3. A unit, group of units, organization or area under the authority of a single individual; 4. To dominate an area or situation; 5. To exercise command”.²⁵⁷ The Collins dictionary defines it as “1 to order or compel 2 to have authority over 3 to deserve and get 4 to look down over 5 an authoritative instruction that something must be done 6 the authority to command 7 knowledge; control 8 a military or naval unit with a specific function ... [Latin *com-* (intensive) + *mandare* to order]”.²⁵⁸ Comparison between the popular military and the civil meanings shows that they carry very similar meanings, and their difference is mainly grammatical and structure of the expression.

The Collins dictionary explains management as “1 the people responsible for running an organization or business 2 managers or employers collectively 3 the technique or practice of managing or controlling”.²⁵⁹

The linguistic comparison shows that management and command have very similar meaning either in military dictionary or in civil one definition. This is not an accidental circumstance, but it is due the accuracy of the English language.

²⁵⁴ Каменов, К. (1998). *Мениджмънт*. Велико Търново: Абагар. с. 5.

²⁵⁵ The Romans invented communications via encrypted mail, brought by special couriers. This system was called *cursus publicus*. The Roman State borrowed and optimized the Persian system.

²⁵⁶ Калинов, К. (2017). *Аспекти на теорията на организациите*. Варна: Данграфик. с. 148.

²⁵⁷ AAR-6 NATO Glossary of Terms and Definitions (English and French) Edition 2018, NATO Standardization Agency, pp. 28-29, 2018.

²⁵⁸ (2009). *Collins Dictionary*. (6th edition). Glasgow: Harper Collins. p. 150.

²⁵⁹ *Ibid*, p. 472.

Comparison 3 (aims): Each activity has an aim or aims. They are a base for follow-on development and build-up of a system, which will realize these goals effectively, with highest or designated efficiency.

A short, simple and accurate definition of the Management aims is:

1. Ambition for consolidation of the personnel efforts in order to reach common goals and end states.
2. Coordination of team actions in order to create common activities.
3. Forming of structures and systems that allow full realization of the personnel capabilities, with use of actively motivating factors.²⁶⁰

Similar, composite definition of the military Command is not available. The reason is that the military Command is fragmented to many subareas by military scientists, practitioners and experts. They define aims of the lower subareas, because the total definition will cover extremely big area of activities, knowledge, and science.²⁶¹

But the mission of an armed force requires same aims, as the Management does. Armed forces Command receives resources in accordance with their mission or missions, and forms systems and structures, coordinates their activities, and consolidates them to reach the required end state as much as possible. The numerous personnel, working in risky environment gets motivated by special structures, responsible for military moral, and desire to do their job (fight a real opponent).

Therefore, the comparison of aims shows that the Management and the Command overlap at high level.

The product of above expressed three comparisons proves the statement that the Management and the Command are extremely similar in origin, nature and in operational point of view.

The high level of identity of both activities describes that they require in extremely similar way support of sub activities or symbiotic activities.

3. COMMUNICATIONS' ROLE IN MANAGEMENT PROCESS

Communications have become more and more important for all human activities and daily routine. Their importance has not originated from a natural process. The communications are mainly a result of two human activities: development of technologies and management (command). Military commanders and state ruler had needed reliable communications between their formations, units, and substitutes for centuries. Communications got slower and difficult to provide at bigger distances and depended upon the geography and the weather. In some cases the mail travelled for months. Empires, their armies, navies, and growing enterprise companies were striving for faster, safe, and capable communications. When the dark religious ages for the science ended, the scholars invented many processes, technologies, and theories. The results of the scholars' hard work were inventions of the telegraphy, telephony and the aerial radio communications. They were invented in 19th century and became a strong foundation for nowadays digital communications and computer networks. Modern communication networks are cohesive systems of space satellites, optical and metal cables, and aerial transmissions, with complex equipment, protocols, and highly trained and educated personnel.

Role 1 (improvement of the decision making process): The remote communications were incorporated in military and governmental systems with very fast tempo, and soon later became available for private business and enterprise companies. Communications systems capabilities allowed increasing rapidly the effectiveness and the efficiency of the military operations and the productiveness of the enterprise companies. The communications systems became so important, that each business relies on its usage and if a military wants to function effectively, its command system requires a complex communication network of equipment, personnel, and protocols.²⁶²

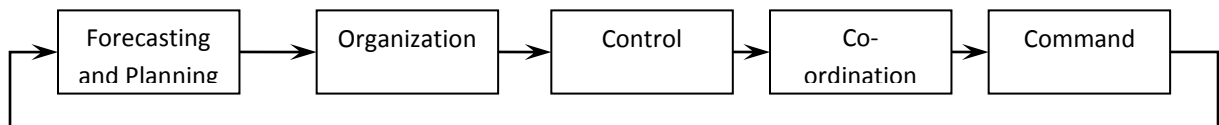


Figure 1. Management (Command) Functions Cycle

²⁶⁰ Каменов, К. (1998). *Мениджмънт*. Велико Търново: Абагар. с. 15.

²⁶¹ The Armed Forces are extremely big and difficult system of systems, operating in all dimensions, with numerous personnel, big resource requirements, and extremely capable in many directions.

²⁶² Military Communication Systems. (27th November 2018). Retrieved from <https://www.rand.org/topics/military-communication-systems.html>

Either military or business systems have similar functions of management (command). A classical view determines following five functions:²⁶³

1. Forecasting and Planning.
2. Organization.
3. Control.
4. Co-ordination.
5. Command.

Each of above mentioned functions works more effectively when it is supported by reliable and fast communications systems. Managers or commanders exchange information either in classical hierarchical or modern centric-network structure, and increase the speed of their decision-making processes. They do this data exchange via modern, high effective communications systems. One of main reasons for creation of the innovative centric-network structures is the communications systems capability for easy exchange of high quality information between peers and to maintain permanent contact with more points.

Role 2 (adaptiveness support): Military forces have to operate and survive in combat environment, characterized with extremely high levels of risk and aggression. Business organizations operate in an environment that is less risky for personnel's life, but is dangerous for the company's life. Each company is surrounded by competitors, trying to take its share and to eliminate it. Military forces and business companies have to develop their capabilities in order to survive in an enemy or rival environment. This development is a result of adopt process, which preconditions are:²⁶⁴

1. Information.
2. Rapidness of reactions.
3. Variety of reactions.
4. Precise response.

All four preconditions are in direct relation with the information exchange. A big organization without reliable and effective communication system is not compatible in the modern world. Even a small grocery, butchery, or another small shop will not survive without communications with its customers and suppliers. Many people do their personal choice for this kind of shops in their neighborhood based on capability to order by phone, or a chat program, and the owner orders new merchandise in same way, and uses network based systems to issue customer's pay checks.

Both roles express the close relationship and interdependence of the Management (Command) and the Communications. The modern long distance communications were invented by scholars, but received a broad support due to their importance for all commanders and managers.

4. CONCLUSION

Communications are one of the fastest developing areas of knowledge. Hardware, software, and operational procedures develop with speed higher than capabilities of the human society to accept and follow these innovations. They start interaction with chemistry, biology, medicine, and many more scientific areas, bringing new standard of life. Communications become so available and important, that even in poor countries illiterate people has smartphones and use internet.

This high level of availability but complexity of the communications systems mutually with the high rate of innovations causes worship like behavior to them. The military command structure was traditionally called C2 (Command and Control). Later it became C3 (Command, Control, and Communications), C4 (Command, Control, Communications, and Computers), and eventually became C4ISR (C4 plus Intelligence, Surveillance, and Reconnaissance) or C4ISTAR (C4 plus Intelligence, Surveillance, Target Acquisition, and Reconnaissance). This fragmentation brings to a risk to forget that all other activities are not separated and self-sufficient, but originate from the Command of the military system, and exist because it needs theirs operations. This risk is visible in CISCO's definition for cyberattack: "A cyberattack is a malicious and deliberate attempt by an individual or organization to breach the information system of another individual or organization. Usually, the attacker seeks some type of benefit from disrupting the victim's network."²⁶⁵ Does the attacker seek disrupting of any network, or they point the decision-maker's network? The same approach is followed by the military Electronic Warfare: it targets commander's communications, data, and surveillance systems.

²⁶³ Каменов, К. (1998). *Мениджмънт*. Велико Търново: Абагар. с. 70-94.

²⁶⁴ Калинов, К. (2017). *Аспекти на теорията на организациите*. Варна: Данграфик. с. 43-44.

²⁶⁵ What Are the Most Common Cyberattacks? (28th November 2018). Retrieved from <https://www.cisco.com/c/en/us/products/security/common-cyberattacks.html>.

The business managers need communication systems, but majority of them has not even a minor knowledge about its procedures, hardware, and software. They just follow a simple manual where to click in order to communicate, and when the system has a malfunction, they call a specialist. They are ready to follow his requirements, and believe of his explanations, waiting for the connection; getting angry how much do they waste without communications. Same approach have become more and more popular in military forces, due to complexity of communications networks and the information overload of the military decision-makers.

This religious style belief to the god of communications, and “worship” to his prophets, oracles, and priests (communication scientists, engineers, operators, software developers, technicians and etc.) is harmful for the long-term development of communications. If they get separated from their sponsor, there is a risk to go away from their main mission to support management of all kinds of systems, structures, and organizations and will slow down the human society progress.

The scientific area of communications should be separate of the management science, but should operate in close interaction. The communication systems should be subordinated to the management (command) of the organizations, when it is a question of real life operations. This will improve the organization’s capabilities and effectiveness and will allow receiving reciprocal information about corrections required in its communications structures and support.

The education and the science have significant and active role in Communication-Management (Command) interactions and development of mutual relationships. They can shape the mind of new generations of managers, commanders, and communication specialists in order to create a symbiotic environment, that will build-up and execute a win-win scenario.

NOTES

- [1] (2009). *Collins Dictionary*. (6th edition). Glasgow: Harper Collins. ISBN 978-0-00-729938-6.
- [2] AAP-6 NATO Glossary of Terms and Definitions (English and French) Edition 2018, NATO Standardization Agency, 2018.
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