

## **Complexity of Management Jobs in Mineral Sector Enterprises**

Radule Tosovic

*Department of Economic Geology, Faculty of Mining and Geology/ University of Belgrade, Serbia,  
Corresponding Author: Radule Tosovic*

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**ABSTRACT:** *For the success of the work and functioning of the mineral sector companies in modern business conditions, the application of management concept and successful implementation of management functions is of particular importance. For performance, all the functions of the management are important, but given the strategic nature of the mineral reserves, the organizational function can be especially important. Organization in the mineral economy is accompanied by certain specifics given the relatively long period from the beginning of geological explorations to the qualitative and quantitative definition of ore deposits as an economic object, that is, the beginning of exploitation, the realization of revenues and the return of invested funds. Contemporary approach to the organization of mineral raw materials production in view of the long-term strategic character, conditions the special complexity of managerial determination and defining of the necessary jobs in the enterprises of the mineral sector and the success of their business.*

**KEYWORDS -** *Management, Jobs, Enterprise, Mineral sector.*

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### **I. INTRODUCTION**

Changed conditions of work and operations of the mineral sector companies in Serbia condition the more intensive application of management as one of the very important factors of success. The specific actuality of management as a knowledge, skill and special practical discipline comes to a special expression in the conditions of the current transition of the economy and the mineral sector of the country. The strategic orientation in the Serbian economy and in the mineral economy on the market conditions of the economy imposed clear economic criteria for the operations of the mineral sector companies. Geological exploration, exploitation, preparation and technological processing of various metallic, non-metallic and energy mineral raw materials are carried out with the market requirement of economic profitability, then managerial and business efficiency and effectiveness, which must be applied more in the mineral economy of Serbia [1].

The classic limitation of material and human resources for production, and in particular the specific limitation of mineral resources and reserves, with their non-renewability and exhaustiveness, condition the specificity of the mineral economy and the particular complexity of: (a) the management of basic business activities; (b) management of geological, mining and technological activities; (c) the management of geological, mining and technological human resources; (d) management of geological, mining and technological know-how, and (e) mineral resource management. Depending on the type and size of the company, as well as the type and quality of the mineral raw material, which is the subject of economic activity, it is necessary to adequately ensure the preparation, coordination and control of the work of the executors of all work tasks and activities in the enterprise.

In the current activity of applying the successful management concept of the mineral sector enterprise, it is primarily important to define the goals of the company, then the ways and means of achieving such goals, as well as using the results of the achieved business [1]. As part of determining the way of achieving the goals of the company, activities of transformation of the objectives into strategic and operational tasks and linking with the corresponding tasks that must be performed are necessary [2]. Within the efficiency of the performance of operations and the effectiveness of using available capital, appropriate management functions shall be applied: (a) planning; (b) organizing; (c) leading and (d) controlling [2, 3], accompanied by human resources management [1].

At the current economic moment, companies in the mineral sector in Serbia have a need for significant managerial and organizational improvement of their business, especially due to the application of market conditions of business, which require economic criteria of operation and successful functioning [1, 4, 5]. Therefore, the consideration of the subject matter is very important, especially in the work with the managerial review of the necessary tasks according to the function of organizing.

The problems dealt with in this paper partly start from the basic settings of business economics, management, managerial economics, economic development and advertising [6-12]. The second part is the

result of author's studious analytical-synthetic, inductive-deductive and systematic studies in the field of management, economic assessment, mineral economy and business decision-making [13-20]. The main goal of this paper is to point out the complexity of the managerial definition of the necessary activities and business activities in order to successfully achieve the business goals of the company and the successful economic operations of the mineral sector companies.

## **II. MANAGEMENT DEFINITION OF JOBS**

In the mineral economy and mineral sector management, the function of organizing in its character and general managerial approach [1, 2, 3] directly follows the planning function. From the point of view of operational management, after considering the objectives, programs and plans of the enterprise manager is forced to approach the creation of organizational assumptions for their effective execution. The above assumptions represent, according to the general approach, various organizational activities, such as [3]: (a) determining the tasks to be performed in an enterprise in order to accomplish the aforementioned planning tasks; (b) linking the subject matter to individual tasks and assigning them to employees in the enterprise; (c) grouping such related tasks, or defined individual tasks into appropriate groups and organized units; (d) interconnecting and integrating these groups and organizational units into a single system of work, or a single organizational structure; (e) decentralizing business, delegating authority, establishing a system or network of hierarchical relationships in an enterprise, etc.

Organizing, as well as planning, is a key function of a manager, who realizes managerial activity in the mineral sector. Organizing as such encompasses a number of significant activities from the organizational domain, without which the mineral sector company is not able to successfully produce mineral raw materials, perform on the market and achieve competitive business [1]. The above mentioned organizational activities appear in different scope and structure in enterprises as business systems of the mineral sector.

The basic managerial activity, which the manager should do in the domain of the function of organizing, is to determine the individual tasks to be done in the mineral-sector enterprise to ensure the realization of business goals, plans and programs. Determining the subject matter is mainly done by disassembling, or analyzing the group task of the company [1, 3].

In the professional geological, mining, technological and other tasks of enterprises, defined on the basis of the purpose and goals of the company, there are tasks of appropriate professional and expert specialties, which employees of the company should perform at their workplaces. These jobs are not individually given, which is why the analysis of the tasks must be specially determined in the field of geological, mining, technological and other professions.

In order to determine the individual jobs in the companies necessary for achieving the previously defined goals and business plans of the company, the manager must approach a complex analysis, that is, a rather complex grouping of group tasks of the company. The division of these tasks is done by dividing them into routine, still very complex tasks or groups of jobs. The analytical process continues towards elementary, ie simplified tasks or business affairs, which can be assigned to individual employees for performance. Particularly important is the appreciation of specialized professional profiles of employees in mineral enterprises, both in the field of geological, mining, and technological, economic and other professions [1]. The managerial analysis can also be done in depth, so that, for example, in the domain of the geological profession can include: (a) exploration of ore deposits, or economic geology; (b) hydrogeology; (c) geotechnics; (d) geophysics; (e) mineralogy and petrology; (f) regional geology; and (g) paleontology, with appropriate research and testing.

The division of complex tasks of the company can be done on several levels and several different groups of jobs. The last mentioned is especially characteristic for the first level and the first complex group of business tasks in the company of mineral sector, which represent business functions [1, 2, 3]. The result of analytical activity may be different geological, mining, technological and other solutions due to the different concept of business functions of the company. Thus, the group task of the company can be divided into three basic functions, which, according to some authors, exist in the company, which consists of: production, marketing and finance, or more functions, depending on the specific authorial divisions. The mentioned division has special specifics in the enterprises of the mineral sector.

## **III. DIVISION OF TASKS IN A BUSINESS ENTERPRISE**

Generally speaking, the division of group tasks of the company is mainly done on four levels, and therefore in four different groups of tasks [3]: (a) Business functions; (b) Areas of work; (c) Business Elements and (d) Work Procedures/ Activities.

By analyzing and disassembling the group tasks of the mineral sector companies they first arrive at business functions, then their disassembly to the area of work, further to the elements of business and at the end at working procedures, i.e. activities.

Business functions, as the first elements or products of the group task grouping, are still very complex tasks, or groups of jobs, to be performed in a mineral sector enterprise so that it can realize its business objectives and plans. Business functions include many, mostly the same, similar or different, but mutually related and conditioned activities of the company.

After defining a group task by defining the basic function, that is, the basic group of business affairs, they start the determination of the following, narrower groups of jobs in enterprises, or the area of work [3]. Determining these elements of the group task of an enterprise is done by analyzing or dividing the basic functions to a certain degree of complexity. The part of business functions in the field of work, allows a consistent distribution of business functions to business elements. The concept of the scope of work, by its content, is certainly narrower than the notion of a business function. Areas of work that could be called the categories of labor are sets of identical, or equivalent operations within a particular business function. As with business functions, both in the field of work, the specifics of the company should be considered, defined and used to clearly define the business functions of the company and for the needs of the entire organization. Multiple disaggregations of total business operations for the needs of complete organizational reconstructions have shown that the total number of areas of work is about a hundred. Regarding individual business functions, the number of work areas is different and ranges from 3 to 15 [1, 3].

By further delineation of the overall task, after the area of work, the elements of the business operations are determined. Elements of business are obtained by division of the work area, to the parts that have the character of the working phase [3].

By continuing the division process, after the business elements, work procedures are defined, which at the same time represent the narrowest parts of the overall task of the company.

With this managerial process of disassembling the group task of the company, individual, elementary tasks are achieved, which must be performed in order to ensure its successful operation, in accordance with the set goals and work programs. These ultimate jobs are by their very nature very simple, so that employees of the company can successfully perform them. In doing so, one should bear in mind the organizational fact that they are usually not sufficient for the employees, by their performance, to work full time and work opportunities. Therefore, they must first be merged or grouped into appropriate groups, and only after that, as specific tasks, be assigned to employees in enterprises.

In the complete managerial analysis, particular attention should be paid to the specificity of the organization, functioning, activities and operations of the mineral sector companies in terms of activities and activities they perform [1, 19, 20]. In accordance with the subject-matter of the activities of the mineralogical sector, the following may be distinguished [1, 18]: (a) enterprises engaged in exploitation and associated geological explorations, or mines; (b) geological exploration companies; (c) companies engaged in geological design and consulting; (d) companies engaged in mining and consulting; (e) undertakings engaged in the combined activities of those undertakings and (f) undertakings engaged in multidisciplinary activities involving the activities of those undertakings. In the total number of enterprises operating in the mineral sector, given the crisis period in recent years in Serbia, the reduction in the volume of service business in the mineral sector and the general reduction of financial resources for geological explorations [1], there is an increase in the company's participation in the last two of these types.

From the point of view of management analysis, in particular the determination of the tasks to be performed in an enterprise, it is very important to determine which group belongs to the said company. In the case of simpler activities, managerial analysis is simpler, but in the case of a more complex activity, it is much more complex and extensive. In addition, the second determining factor of managerial analysis is the number of employees, with a direct correlation between the simplicity of the analysis and the small number of employees, and vice versa. At the same time, one should emphasize the mutual consequence of the complexity of the work and the number of employees, as the significant specificity of the enterprises in the mineral sector and the specific specifics of the personnel, both in the field of geological and mining affairs [1]. The objective limitation of this work does not allow the subject display, which will be given in other works, which the author prepares for publication.

The important effects of the overall business performance of the mineral sector companies in Serbia are affected by two important groups of factors. The first includes the national and commercial value of mineral resources [16] and their impact on: (a) the production cost; (b) the selling price; (c) total revenue and (d) profit of the enterprise. Another group of factors, which are extremely important, include: (a) the degree of development of the mineral raw material market in Serbia; (b) the competitiveness of domestic companies against foreign companies in the mineral sector; and (c) the consistent application of economic criteria for the operation of these enterprises. In the transitional period and the time of European integration processes, special attention to managerial attention and additional managerial activities is needed to the causes, modes of operation, effects of impact, feedback corrections and additional improvements in the mentioned groups of factors, in order to achieve the successful operation of the mineral sector company.

#### IV. CONCLUSION

Actuality of management as knowledge, skill and special practical discipline comes to a special expression in the conditions of transition of the economy and the mineral sector of Serbia. The strategic orientation in the economy of Serbia and in the mineral economy on the market conditions of the economy imposed clear economic criteria for the operations of the mineral sector companies.

In the application of the successful management concept of the mineral sector enterprise, it is primarily important to define the goals of the company, then the ways and means of achieving such goals, as well as using the results of the achieved business. Organizing, as well as planning, is a key function of a manager who realizes managerial activity in the mineral sector. The organization encompasses a series of significant activities from the organizational domain, without which the mineral-sector enterprise is not able to successfully produce mineral raw materials, market performances and achieve competitive business.

The basic managerial activity that the manager should do in the domain of the function of organizing is to determine the individual tasks to be done in the mineral sector enterprise in order to ensure the realization of goals, plans and business programs of the company. Generally speaking, the division of group tasks of the company is mainly done on four levels, and therefore in four different groups of operations: (i) Business functions; (ii) Areas of work; (iii) Business Elements; and (iv) Work Procedures / Activities.

In the complete managerial analysis, particular attention should be paid to the specificity of the organization, functioning, activities and operations of the mineral sector companies in terms of activities which employed companies, as specialists, perform in the fields of geology, mining, technology, economics, etc.

The extensive and complex author's activity on the study of the complexity of managerial determination and definition of jobs in the enterprises of the mineral sector, especially from the managerial, organizational and economic aspect, will be continued as part of further active scientific research and applied work. Special attention will be paid to individual business levels of managerial analyzes, which are especially important for successful managerial decision making, in order to create quality bases for successful production, economic and financial operations of enterprises in the mineral sector of Serbia.

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