

THE ROLE OF MANAGEMENT IN MANAGEMENT OF COMPANIES

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Abstract: *Management is a key function of the company. The effectiveness of the management depends on the success of the company or other organizational system. Therefore, it is rightly considered that the main cause of the underdevelopment of many countries is the lack of a system of modern management, and not resources. The goal is to use limited resources (human work, production elements, money) in order to achieve the set goals with a higher degree of efficiency and effectiveness. It is very important to note that today's large companies require the application of a professional management system.*

Professional managers of the company are hired experts, who have appropriate knowledge, skills and experience in the field of management. It is believed that management is by its very nature universal and hence it's wide application in various forms of social organizational systems. The key elements of management are universal and with appropriate adaptation, applicable in different environments, which the previous scientific researches and experiences in practice have shown. However, this does not mean that management is applied everywhere in the same way.

In today's conditions, the ability by which individuals and organizations produce and master new knowledge becomes a key comparative advantage. The ability of an organization or individuals to recognize the source of new creative ideas, to change their environment, represents learning to create. In a competitive global economy, the only source of sustained competitive advantage will be people in the organization, because other factors of production (technology, capital, information) can be copied. The effectiveness of organizations in such circumstances is primarily dependent on people, since, by their quality, knowledge and behavior, people are the main factor in the organization's success.

Leadership, or human resource management, is becoming the most important function of modern management as well as the basic factor of success of the global organization. It is generally accepted, and there is a belief that in the modern world economy there is a need for people with "managerial and leadership abilities". Such people are determined as specific assets in the enterprise.

Key words: *management, human resources, efficiency, effectiveness, comparative advantage, leadership*

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INTRODUCTION

Management can be applied to all types of organizations, regardless of their size, type of activity or place of formation. The applicability of management is necessary, both in manufacturing and transport companies, as well as in service and non-governmental organizations. Management for all, and especially for the global organization, is the source of their strengths that coordinate all of its activities and subsystems and which is associated with the environment. Without an efficient management function, it is impossible to achieve stable growth and development of the organization.

THE TERM MANAGER

Manage people who have the skills, skills and knowledge to do business with the help and through other people. Manager is nowadays an increasingly popular term and is often used in the media, especially in specialized journals. The word manager in the literature has more meanings, and the four appear as the main one: the manager, the manager, the entrepreneur and the director. Sometimes it was easy to define a manager. Managers were members of organizations who told others what to do and how to work. It was easy to distinguish managers from employees who were not managers, i.e. of those members of the organization who were directly involved in the work and did not have their subordinates. The manager is someone who works with people and with their help coordinates their work in order to achieve organizational goals. As managers, people perform managerial functions of planning, organizing, staffing, managing and controlling. The goal of all managers is the same: to create a surplus. Manager is a person whose primary tasks derive from the management process, plans and makes decisions, organizes work and business, employs and manages people and controls resources. He is also a person who achieves goals by engaging others to perform tasks. A tiny manager is an expression that is used to designate managers in all organizations (profit or non-profit type). Since this is a specific American expression that does not have an adequate synonym (in our country, it translates with expressions of manager or manager), this term is most often used in its original form. Basically, the term manager means a person who performs a managerial function in a particular organization. This, in practice, the very definition of managers, is related:

- To specialists that the owners of the capital, that is, the companies hire with the task to perform managerial functions in accordance with the defined powers and responsibilities;
- To the owners of the company when they, captains or members of the managerial team, perform (in accordance with the relevant authorities and responsibilities) managerial functions (ie jobs and tasks) and to perform the task (functions) receive the appropriate remuneration.

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According to the foregoing, for conceptual determination, as well as for the practical identification of managers, it is completely irrelevant whether one is the owner of the company (or its part) or not.

However, what specifically points out, or what is essential, is that the managers of a person:

- Who possess managerial knowledge and skills (which verifies them, ie qualifies them as - potential or actual - managers of management).
- Who are in charge and authorized to perform managerial tasks (functions or tasks) in given organizations (profit and non-profit character) and who are responsible for the work and results of the organization's operations (in whole or in part) in which (or in which) they perform managerial functions.

Managers, in the professional structure of society, are quite certain at the top of professional stratification. Managers take precedence over other professions because they have an enviable level of education, high income, have a reputation and a status position in the society as a significant professional social group dealing with irregularities.

Managers are people who manage organizations and who direct other people towards achieving their goals. These are people within organizations that are responsible for organizational results. Hence they define goals, ways to achieve them, and influence subordinates to achieve them. Managerial work is a specific job that is different from others, such as, for example, the job of economists, engineers, doctors, lawyers, bookkeepers, and so on. A job is about working with people. Most of the other things dealt with are also working with people. However, the essence of the job manager is to eat things "done through other people", ie to achieve the goals of their organizations through appropriate interactions and interrelations between people. In the modern world, managers as a social group occupy a significant social position in the structure of society. Their activities are very complex and complex to represent, according to Peter Draker, one of the most important resources of modern organizations. Managers manage organizations and jobs through other people that direct their business goals. They are responsible for organizational results within the organization, because they define goals, determine the ways for them achieving and affecting those who take a subordinate position in the organizational structure of the enterprise, so that

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managers plan, organize, manage and control the activities of all members of the organization. In that sense, the success or failure of an organization depends largely on them and their work, the survival or development of the enterprise depends. The complexity of managerial activity requires an interdisciplinary approach to research. In this sense, according to some authors, managerial activities include at least four dimensions. These are: activities, or stages of process management, which include planning, organization, management and control; development of management thought, which includes knowledge of basic achievements of the most important directions and access to management; external influences from the environment, such as social pressures, strategies in response to the needs of competitors and consumer demands, political influences, economic situation, financial factors, and the like, and internal factors from the organization, such as organizational or corporate behavior, culture, system information, interpersonal relations, personal values, ethical values and norms of the organization, etc. All of these factors significantly influence and determine the managerial work so that the answer to the question of "what are, in fact, managers", can be asked in the stages of the management process.

HIERARCHICAL LEVELS OF MANAGEMENT

The number of manager levels depends on the numerous organizational specificities of each company, such as: "depth" and "height" of the organization, the type of organizational structure and its complexity, the degree of centralization, etc. Regardless of the above mentioned specifics in each company, we can distinguish three levels of management: top management, middle management and lower management.

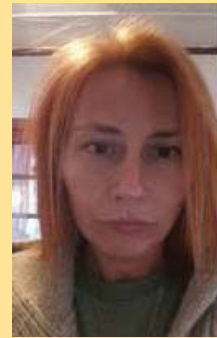
The multi-level organizational structure of each company essentially defines the levels of management structure. In each enterprise, all employees are divided into two basic groups:

- Managers of different levels, and
- Executors - employees in production and other sectors and services.

This simplified division was made on the basis of who is under the authority of the subordinate and who is not, so that the managers of the employed persons who have their subordinates in the organizational scheme, while the perpetrators remain an employee who does not have subordinates in the company.

Top management or top management is also called strategic management and is at the

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In 2009, she graduated from the Faculty of Management of Sport at the Faculty of Management of Sport, with a topic "Management of a sports event on the example of the Novi Sad Marathon". In 2012 she defended master's thesis on the topic "Internet marketing in the function of electronic business", at the Faculty of Business Industrial Management in Belgrade, University "Union", and obtained the title "Master of Science in Industrial Management". In 2013 she defended her doctoral dissertation on the topic: "Informatized environment in the function of development of small and medium-sized enterprises", at the Faculty of Economics at the European University Brčko District in Brčko. In 2013, she was elected the Assistant Professor in the field of Marketing and Trade at EUBD, Brčko.

highest hierarchical level of the organizational structure of the company. In the companies they are: Charment of the Board, President of the Company, Vice President, Chief Executive Officer, and in our companies: General Manager, Assistant Directors General and Executive Director.

Top management manages the company and is more responsible for its business success. The main tasks are formulating company policies, adopting a strategy, and defining the goals of the company. They decide on the most numerous issues in the domain of planning, coding, distribution and control. Taking account of the mission and vision of the company and taking care of its image. The top managers' decisions are few and long-term and result from a clear strategic vision of growth and development of the company. The task of a top manager is to shape his business environment by observing the requirements and needs of that environment and by finding appropriate ways to fulfill these requirements. It also takes care of creating your own organization, developing middle and lower level managers, allocating resources, and so on.

The Middle Management is also called operational, as it formulates tactics and operations through elaboration of the implementation of a part of the strategy of a particular area. As the strategic decisions of the top management are global and principled, it is necessary to develop them and turn them into operational tasks. In this way, operational management defines the specific tasks and objectives of business functions and business units. As the middle management is mainly focused on solving internal problems of the company and daily activities, this is also called by some authors as organizational management.

Middle management in subsidiaries: Division Managers, Plant Managers and Department Managers. The need for a middle manager is especially reflected in companies with an expressive organizational structure. In our companies, these are: Sector Directors (Technical Director, Production Director, Financial Director, HR Director) and managers of lower organizational units. In larger enterprises, there is mainly a multi-level structure of middle management, where the directors of the sector in the hierarchy are under the leadership of the department, and these department managers.

The basic tasks of the middle management are to elaborate the top management's decisions and to implement the adopted policy and the adopted plans. They are directly responsible for the organization and implementation of the production program. Given that the management structure is between the top and the lower management, their role is very specific, since they are both subordinate and rewarded. They are at the same time strategists and perpetrators, similar to those in sports, they are coaches and players "and they overcome all the problems of the organization. The development and application of information technologies has the greatest impact on the reduction of the middle management layer, because some of their jobs are moving to a higher and lower level. Top management takes over analytics tasks, and lower management is a part of current account management, which was previously the sole task of middle management.

Lower management consists of managers at the lowest level of organizational structure. These are managers of the first line, who are directly subordinate to the perpetrators themselves. Below them there is no longer any level to which they have transferred tasks, but directly work with executors in the realization of tasks obtained from a higher level. The direct contact with the perpetrators allows them to first and foremost identify the newly emerging problems and respond in a timely manner to them. Given that the immediate creation of the product and the operationalization of the tasks received, the lower management is comprised of department

managers, brigadiers and managers. Unlike middle management who knows both management and expertise (technical knowledge), lower managers must first of all have expertise, because they are those who implement operational tasks.

In practice, management of any organization by any management will be accomplished in a similar way. This is conditioned by the stated functions and principles of managing the management. Regardless of the specificity of the specific organization, all managers of any level perform all functions, starting from planning, organizing, managing and controlling, with different time engagement and different application of knowledge. Top management takes a lot more time in the long-term planning and development of strategic plans of the entire organization, while lower management engages more time for making short-term plans for parts of the organization. In principle, the more new management, the more time it devotes to planning and organizing, rather than to management and control, and vice versa.

Bearing in mind that it is difficult to determine precisely when a managerial action is created and when it ceases, this stated multifaceted division of management should be conditionally understood. What is very important for the activity of top management is to ensure the coherence and harmonious functioning of all levels of management.

Management as a science, in its historical development, formed its laws in an interdisciplinary approach using the knowledge of a number of other sciences that dealt with the phenomenon of organizational management and came to its own principles. Different authors, apart from the angle of analysis of management issues, cite different principles, and we will only include some of them:

- The principles of economics - relate to the fact that every managerial decision must be based on the economy. The basic economic principle of reproduction is to achieve the highest possible results of business, with less investment. By managing this principle, we can show three partial economic principles by putting in the relation between results and investments: productivity, economy and about profitability. Each of these principles expresses the relationship of two opposite tendencies and two opposite demands. On the one hand, it is the maximization of business results, while on the other hand it is a minimalization of basic investments. The fact is that these economic principles are always present, whether they are or are not taking care of them. Every organization (whether non-economic) always aims to efficiently accomplish the set tasks, i.e. meeting these economic principles. These principles have a crucial importance for choosing the right organizational solution. So, these are the principles that the organization is delinquent to.
- Teamwork principles - which include the interests of individuals in achieving the interests of the organization. The principles of team work include: the principle of division of team work, the principle of unity of objectives and principles of common interests.
- Principles of coordination - are based on harmoniously established relationships in the organization. The main goal of the principle of coordination is the establishment and maintenance of functional parts and the whole of the organization. The principles of coordination consist of the following principles: the principle of discipline, responsibility and cooperation.
- Principles of timeliness - implies doing business right in time, no sooner or later. Japanese management is known for its sintagma just in time as an exemplary principle of professionalism in accuracy.

- Principle of subordination - implying the obligation of gentle hierarchical structures to implement decisions of higher structures, i.e. the obligation of the lower management bodies to enforce decisions made by the authority above them. Subordination to the foundation represents the right of one to make decisions and the obligation of others within the organization to implement them. Subordination is based on the power of a superior authority or individual to force the subordinates to implement its decisions. For this purpose, in the event of non-enforcement, the sanctions used the instrument of coercion.
- Principality of permanency - implies the continuity of the managerial equilibrium, i.e. that there is always an authorized person in the organization. Acts are determined who in the case of absence replaces who at managerial levels.
- The principle of delegation of powers - implies giving its own authority to someone else to decide on its behalf within delegated powers. Delegating a part of their own rights and powers is a very important managerial management skill of the organization. This is basically the skill of accomplishing work tasks through others. The basic benefit to the manager of a good delegation is to relieve them of doing less important jobs and the opportunity to use that time to solve serious problems.

CONCLUSIONS

Management is essential for the relative duration of the competitive advantage. Research has shown that management represents an irreplaceable controller of processes in evolutionary organizational changes, while leadership represents the power that triggers radical changes in the organization. In this respect, the need for creating global leaders and managers, as well as the development of their skills, is emphasized. Creative leaders and managers, who manage knowledge and information, that provide an entrepreneurial atmosphere and create an organization based on teamwork, represent a global environment. The organization must permanently strive to create an environment in which staying in a foreign country, as well as returning to its own country, will represent a pleasant and positive experience for the leaders and managers. Namely, this implies that the organization must be based on careful career planning, as well as supportive support for its global staff during the stay in another country, and upon his return to the country, he must rationally use his experience and skills. In this respect, we emphasize that the key factor for the global competitiveness of globalization is its ability to maximize its global human resources over a longer period of time. An effective global and managerial team is a prerequisite for global competitiveness of the organization, in order to maximize the benefits of different workforces in different locations around the world.

Management must play a major role in the successful initiation and implementation of changes, must be able to quickly notice and respond to changes, and if it succeeds in stimulating and implementing changes in its business, as an adequate response to environmental changes, it will manage to successfully manage the company as a whole, and achieves favorable business results. Managers should possess certain leadership qualities, skills and competences (expertise, ability and communication, in order to achieve positive cooperation with all employees in the implementation of changes, to properly explain the changes and effects of changes and, together with the leaders for change, to mute they have a positive approach to the introduction of changes), which will enable them to successfully cope with the changes, because only a manager with leadership qualities can convince employees that the changes are necessary, as it is necessary to accept the introduction of change. However, when it comes to changes in the company, and especially the implementation of changes, then we talk more about leadership rather than management, that is, about a leader than a manager.

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