

# ONE METHODOLOGICAL APPROACH TO IDENTIFYING THE WORKING STRUCTURE OF THE ENTERPRISE

Ljiljana PEČIĆ<sup>1</sup>, Slobodan JAKOVLJEVIĆ<sup>1</sup>, Milivoj KLARIN<sup>2</sup>

<sup>1</sup> High Technical Mechanical School of Professional Studies, Trstenik, Serbia,

E-mail: [ljpecic72@gmail.com](mailto:ljpecic72@gmail.com)

<sup>2</sup> Technical Faculty "Mihajlo Pupin", Zrenjanin, Serbia

**Abstract**—In order for a company to successfully operate, it is necessary that it is well-organized. However, since the present conditions of business of the companies are very unstable, it is necessary that the companies often examine, improve and change their existing organizational arrangements. That is a particular problem, because for such engagements of the company, a more adaptable scientific-methodological support is necessary, than the one that is at disposal. Our evaluation is that such a support does not exist because there are no explanations of some essential terms on which the concept of a successful organization of the company is based. And precisely for that reason, we make an effort in this paper to solve such problems in the range that refers to the first phase of the process of organizing the company and that is conducting the analysis of the overall task. In this phase, we actually perform the identification of applicable working structure in relation to the formulated general goal and the strategy that corresponds to it. In order to achieve this purpose, there is an appropriate methodological solution for identification of the company's working structure presented in the paper. Constituent elements of that structure are: work functions, zones, sections, activities, sets, actions and operations. All these elements are commonly named as work engagements of the company and they are manifested on concrete subjects, i.e. fields of work, and those can be the following: enterprise, products or services, equipment and work space, material, tools, documentation, energy, money, personnel, levels of leadership, management and so on. In further implementation of the procedure of organizing the company, the identified working structure, according to the methodology expressed, should be the basis for formulating the desired organizational structure of the company, including the process-oriented.

**Keywords**—work function, key work functions, operational work functions, general objective, strategy, overall task, analysis of overall task, algorithm, the subject of work, work engagements, functions, zones, sections, sets, activities, actions, operations, workplace.

## I. INTRODUCTION

ACCORDING to already-known, enterprise is an organized working and independent economic whole, which realizes its purpose of existence through

performing a concrete role in the process of social reproduction. However, having in mind that today it realizes that role in very unstable economic conditions, the need for constant and efficient adaptation of its organizational structure and way of behaving towards such requirements is significantly expressed. In this regard, it is very important that the enterprise efficiently rules the organization process and its application.

It is generally known that basic phases in the process of organizing the enterprise are the following:

- Analysis of the overall task of enterprise (division of labour),
- Grouping the workplaces (departmentization),
- Delegation of authorities and responsibilities (regulating the coordination).

Unfortunately, according to our opinion, the science of organizing the enterprise has not uniquely and methodologically comprehensive enough mastered the process so that it could be efficiently implemented. That it is so, speaks the fact that in scientific and professional literature it is still not uniquely and precisely expressed: what are work functions of the company and what are their characteristics; what are the general objective and strategy and how are they formulated; what is the overall task and how its analysis is uniquely conducted; what is the difference between the tasks and job of enterprise and how is it expressed; what is the working and what is the business structure of the enterprise and what is their mutual relationship; what is the business process and how the structure of enterprise's business processes is formulated; what is the relationship between workplace, job and task of enterprise and how is it regulated and how is the grouping of workplaces done according to the formulated business and process structure. And precisely for all those reasons, the enterprises are still forced to solve their need for organizing through relying on general scientific recommendations and typical guidance, their own work experience and experience of others, by which a good reliability in achieving satisfactory effectiveness in doing

a specific job can hardly be achieved.

Aware of the aforementioned fact, we have, some time ago, engaged ourselves in a comprehensive research and we wish to present a segment of previously achieved result within the engagement undertaken. That segment refers to performing the division of labour in a company and it is based on conducting the analysis of the overall task of enterprise. Many researchers have dealt with these issues and provided their concrete contributions but, according to our opinion, due to the presence of unexplained interpretation of some crucial terms, as well as inadequate appreciation of the expediency of performing the analysis of the overall task of enterprise, there is not a single contribution achieved that is on such a level that it can be said it represents the total rounded methodological solution. Whether we are and to which extent we are right regarding the statement presented and what is our suggestion of a concrete solution, it will be appropriately expressed in the following points of this paper.

## II. WORK FUNCTIONS OF THE ENTERPRISE

The working collective, as an element of the enterprise, performs its work engagements with an organized use of equipment in the workplaces with the aim to realize concrete work tasks. By the realization of work tasks, the enterprise provides accomplishment of its goals. Those goals are derived from the role that it has in the process of social reproduction. With their accomplishment, the enterprise only realizes the meaning of its existence.

In order for the company to successfully achieve its goals, i.e. to successfully perform all the functions that it has in the process of social reproduction, it is necessary to, by previously usual [9, pp. 39], successfully realize the three basic categories of tasks, i.e. to successfully perform three basic categories of work:

- a.) Enterprise management,
- b.) Enterprise leadership and
- c.) Executive work of enterprise.

Enterprise management, enterprise leadership and executive work make the overall operation of the enterprise. In relevant professional literature, these categories of operation are termed work functions of enterprise. According to M. Babić [1, pp. 248], these work categories are its vertical functions. Some authors refer to these functions as basic work functions of enterprise and S. Nikolić [5, pp. 338] as primary functions, as well. Our opinion is that they are general or key functions of enterprise. This is because in the enterprise, there are also the other work functions, which are constituent parts of executive function. To M. Babić [1, pp. 249], those functions are horizontal and for S. Nikolić [5, pp. 338], they are also secondary.

However, we believe that they are operational work functions because by their performance we achieve an operational realization of the main part of executive work function, as a basic part of its most extensive and, in organizational sense, most complex basic function, and also the foundation for performing leadership and management function is created. We will speak about this in the following parts of this paper.

### a.) Enterprise management

Enterprise management is, theoretically, making the decisions in the enterprise by which, on one hand, the goals are determined and by which the business is aimed at achieving the goals set and on the other hand, by which the results of the work done are divided within the enterprise.

Enterprise management is a complex and difficult task. Management bodies can perform that task either good or bad. They have performed it well if they have satisfied the interests of enterprise, employees and social community by their work. They have performed it badly if they have impaired those interests. Each body bears the responsibility for that issue to the extent that is defined by appropriate legal and normative acts of enterprise.

In terms of market economy, the most representative enterprises are stock companies in which enterprise management is performed by concrete management bodies, more precisely:

- Shareholders' meeting,
- Board of Directors and
- Monitoring Committee,

And with the support of the proper executive work of enterprise, by realizing the following work activities:

- Preparation of decision-making,
- Decision-making,
- Distribution of the decisions made and
- Control of the implementation of the decisions made.

In concrete legal regulations, management body is also the company's director. That is, in our opinion, somewhat true, but only symbolically and primarily in case if he is also a member of the Board of Directors. However, his primary role in enterprise is leading and presentation of management function of enterprise and it should be primarily treated as such.

### b.) Enterprise leadership

Enterprise leadership, as its main work function, provides timeliness, completeness and uniqueness of performing executive work in achieving primary goals of enterprise. In all cases where technical division of labour appears, where two or three persons separately perform particular work operations, or one work process of work task, there appears leadership as indispensable follower of technical division of labour. Leadership should provide that separate work operations remain the

operations of one unique work process of employees and that we reach the accomplishment of the enterprise's common goal by their execution in a concrete way and under concrete terms. In a complex enterprise in which thousands of members of working collective perform tens of thousands of work operations, only well-organized leadership can provide for all those functions to be mutually related into actions, activities, sections and zones, i.e. appropriate work engagements of operational work functions by concrete work fields i.e. concrete subjects of work of basic executive work and to lead up to those results that have been set as primary goal by management bodies.

However, in order to achieve the primary goal of enterprise and especially a complex one, it is not sufficient to ensure for all the tasks, through which the primary goal is achieved, to be mutually related so that their uniqueness in accomplishment of the primary goal is provided. It is also necessary to provide their performance at the right place, under concrete conditions, in the right way and at the right time. That also provides leadership in the enterprise through appropriate regulatory procedures or orders that the leaders, as carriers of leadership function, give to the executive work force at executive workplaces, and within their concrete authorities within leadership hierarchy of the enterprise which they belong to. In performing such a work, direct support to enterprise leadership is provided by appropriate concrete executive work, as additional work of enterprise management.

In organizational sense, due to the role it has in the enterprise, leadership function expresses its action form uniquely, through realization of the following basic activities, i.e. monitoring:

- Presentation of organizational unit (OU) which is managed,
- Monitoring the employees in OU,
- Monitoring the space and equipment of OU,
- Monitoring the organizational setting of OU,
- Monitoring the tasks of OU,
- Guiding the work of directly subordinate managers, managing teams (bodies) and directly related executors in OU, etc.

Performing these activities, in each leadership level individually, the enterprise leadership system is completely implemented. It is manifested through a way in which the relationships between particular leadership levels and leaders are established at the same leadership level.

### c.) Executive work of enterprise

Executive work in enterprise, as it can be seen from its name, executes the tasks set in the enterprise, by which the desired enterprise goals are achieved as constituent parts of its general goal. Hence, there are two

basic characteristics of executive work:

- Concrete task and
- Its execution,

And under specific valid conditions and specific valid requirements.

Carriers of executive work are the members of working collective. However, carriers of other work categories as well are the members of working collective. But, the way in which they appear as the carriers of each individual work is significantly different in each of them.

Carriers of executive work are the members of working collective individually. Each individual can be the carrier of executive work if he directly performs working operations in his workplace, by which elementary tasks are accomplished, which are elementary constituent parts of enterprise's overall task. Having in mind that in enterprises each individual as a member of working collective, apart from his basic work, also performs some work that is within enterprise's executive work, he is actually a carrier of executive work. That means that leaders, who are primarily the carriers of leadership work, also have some tasks that are not transferred to others, which they perform by themselves, which are a direct execution of a specific task in implementation of enterprise's general objective. That particularly refers to the leaders at the lower leadership level. Similar situation is also with the members of enterprise's management bodies who are the members of its working collective.

Due to its abundance in specificities and presence, basic executive work has its own specific internal operational structure. That structure is, at the same time, due to its operational scope, also the representative working structure of the overall executive work of enterprise. About the content of this structure in scientific and professional literature, there are many different attitudes and opinions. For example, according to M. Babić [1, pp. 249], basic elements of this structure are: planning, production, marketing, finances, development, personnel, accounting, business analysis, control, safety at work, general affairs etc., and according to S. Nikolić [5, pp. 337], the personnel, planning, research and development, procurement, production, sale, storage, finances, analysis, general affairs etc.

In our opinion, such attitudes about the content of basic execution working structure are very imprecise and incomplete. For that reason, we will present our attitude about the content of basic constituent elements of basic execution working structure, by whose performance, concrete operational role or functions are realized in the execution of concrete main task of the enterprise. Those basic operational roles or functions, in our opinion, are

the following:

- marketing,
- research and development,
- sale,
- procurement,
- production,
- transport,
- maintenance,
- economics and analysis,
- normative-legal regulation and general administration,
- management organization (organization, standardization, marking and computer science),
- quality assurance and TQM [6] and etc.

All these operational functions of basic executive work are manifested in the enterprise, when performing the specific main task of enterprise (work on current and intervention tasks of basic executive work), in specific subjects of work or fields of performing basic executive work. Those subjects of work or fields of performing basic executive work are the following:

- enterprise,
- products and services,
- equipment and workspace,
- material,
- tools,
- energy,
- money,
- documentation,
- personnel etc.

we have already mentioned that the role of additional executive work of the enterprise provides a support to work performance of management bodies and leadership bodies of the enterprise. And precisely for that kind of role, its structure is simple and mostly contained as addition to the structure of basic executive work, but of course, with a certain additional specificities that are imposed by management and leadership work in whose working structures it participates.

Execution of work duties is guaranteed by work discipline that represents a constituent part of every work within the enterprise and that is nothing but the awareness of a member of working collective, as the carrier of that work, about his role in achieving the enterprise's general objective

### III. DEFINING GENERAL OBJECTIVE AND STRATEGY OF ENTERPRISE

In order for an enterprise to have a successful operation in the following long-term period of business, it is necessary that it has well-defined general goal that it wants to achieve and the strategy of its achievement. However, in order to implement that successfully, it is necessary be essentially well familiar with its meanings.

General objective of enterprise is, according to the definition, a general desired business state that the enterprise intends to achieve in a concrete time-determined future. That state needs to be expressed through concrete elements of enterprise's overall business and its characteristics: dimensions by which the values of features are expressed, values of sizes that the features need to reach, allowed variations in accomplishing the features and periods within which the features need to be accomplished. Accordingly, enterprise's general objective is its future general state and overall business result that intends to accomplish and towards which it will direct its engagements in order to realize as better as possible the basic purpose of its existence [10, pp. 36].

The more we respect the general objective of enterprise and the more we believe in it, the better we understand the essence of its existence, the more chances there are to accomplish it. Versatility and objectivity in the process of formulating general business objective contributes both to its rationality and its feasibility.

Figure 1. shows the hierarchy of enterprise's objectives and their relationship towards vision and mission.

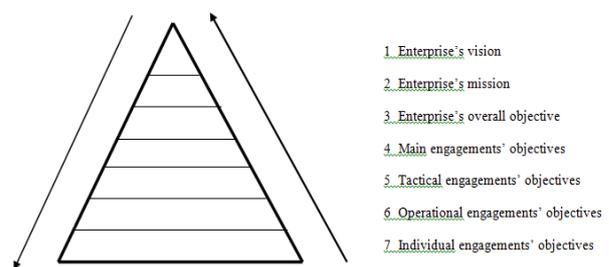


Fig. 1. Hierarchy of enterprise's objectives

Hierarchy of objectives implies that each objective needs to support the next higher level of the objective. Vice versa, each higher level of objective is a guide for setting the objectives of a lower level. This hierarchical structure can be observed in the other way, i.e. as chain objectives-resources. In other words, in order to accomplish a goal, we need to perform certain engagements. These engagements, or resources, require other engagements.

Strategy of the enterprise is "accomplishment of basic long-term objectives and task of enterprise and accepting the direction of engagement and allocation of sources necessary to achieve those objectives" [4, pp. 113]. There is also the interpretation that the conceptualization strategy is expressed or implied by company's leadership about: long-term purposes and goals of enterprise; restrictive measures that in a given situation limit the frameworks of company's engagement; set of assumptions of short-term

engagement that should be implemented with the aim to contribute the realization of the overall task of the company.

Strategy, as the main way of achieving the general objective, usually refers to planning decisions that regulate overall relationship between the enterprise and environment: determines the field of business engagement, allocates the engagement factors on its specific constituent segments, defines and uses the advantage in competence – meeting the needs of customers, economy and society in products and services with profit gaining. The success of strategy is conditioned by providing synergy in engagement. It is necessary to rationally adjust to the tasks at particular engagement levels. Tactics refer to the decisions that are made during implementation of planning decisions of strategic character. If it is required, development and adjustment of strategic decisions that are made prior to the beginning of enterprise's business engagement are performed by them.

Therefore, from the presented discussion, we can conclude that general objective of enterprise and its corresponding strategy determine the presence of appropriate working structure of enterprise on whose basis its business and, hence, organizational structure should exist, as well as its behavior in the specific period. This is because general objective determines the overall task that will be implemented according to strategic orientation towards working structure of enterprise that will be implemented by the corresponding business process structure that should be supported by appropriate organizational structure of enterprise with its engagements, i.e. behavior. For that reason, enterprise's leadership needs to make proper effort to define rational setting of overall objective that should be achieved by the existing or improved or newly-formed organizational structure of enterprise and the strategy by which the general objective will be accomplished. If it doesn't happen this way, it can be expected that any further effort of enterprise to achieve successful business will be futile.

#### IV. IDENTIFYING THE WORKING STRUCTURE OF ENTERPRISE

##### 4.1 Relationship between general objective and overall task of enterprise

When the enterprise's leadership, on the basis of determined mission and vision, formulates general objective and strategy of its implementation, it should be followed by the analysis of performing overall task that is derived from it. In order to achieve that successfully, it is necessary to be familiar with essential difference between enterprise's objective and task.

Given that enterprise's objectives are basis for

decisions regarding effectiveness (that the enterprise deals with right things) and efficiency (that the ratio between investment and effects is positive), it means that objectives formulated are not only intentions or desires; they are also directions and obligations. They significantly affect the business success of enterprise. The objectives mostly have temporal and spatial dimension.

Contrary to the objectives, the tasks are operationalization of objectives. The task is implementation of a specific enterprise's engagement on a specific need and in specific time limit. The objectives can be formulated in general terms, while the tasks are expressed as accurately specified result that has to be achieved in specific time interval or moment. Objectives are primarily oriented to states or situations that we want to realize in terms of the relationship between enterprise and environment, while the tasks are largely oriented to internal engagements in enterprise. They are focused on specific uses of business factors. Measurability of objectives is their significant characteristic. However, that measurement is sometimes relative, good part of objectives cannot be measured precisely. The tasks are quantified in absolute figures. It can be concluded that the task is an attitude about the objective in content and quantitative terms.

Formulated objectives enable directing and coordinating enterprise's engagements. Formulated objectives are landmarks of enterprise by which their engagement is directed. Employees in enterprise sense the purposefulness of their work. Realization of tasks provides them to mobilize the business factors in enterprise to meeting the needs of customers, economy and society in products and services including the realization of profit and other specific benefits.

From all the aforementioned, we can conclude that main condition for the existence of task in enterprise is general objective and strategy of its realization for specific period of time. Based on those, overall task of enterprise is formulated, which the enterprise should realize with its organizational abilities that are derived from the valid organizational structure and characteristics of existing enterprise's behavior or with organizational abilities of the new organizational structure and enterprise's behavior that is adjusted to it. In relation to that, in the enterprise there is main task that refers to engagement of basic executive work and additional or directing tasks that refer to leading and regulating the performance of basic executive work, which is realized by managing and leading enterprise. Further, these tasks are, through planning and presence of unplanned needs, reduced to the tasks of concrete organizational units of the existing organizational structure or there is identification of appropriate new working structure, which will be a starting point for

formulating new organizational structure, which is performed through the appropriate analysis.

#### 4.2 Analysis of the overall task of enterprise

In order to reach the structure of overall task, performance task, which should be realized as general objective by enterprise's engagement in specific period, it is necessary to perform its division through the analysis to the level of elementary tasks, which are performed at individual work places. Only when this is done, when through the analysis we reach the individual elementary tasks for designed workplaces, it can be said that an insight into possibility of realization of overall task is achieved in order to accomplish general desired objective. In this sense observed, the analysis of overall enterprise's task is an empirical procedure of determining its structure to the level of elementary tasks, which will be implemented in designed workplaces. In relation to that, it is significant to properly observe the fact that in enterprise, as complex organizational creation, there should be a possibility of satisfactory performance of main task as the task of basic executive work, then the task of managing and task of leading in whose performance the management and leadership bodies take part, as well as the corresponding assistant executive work of enterprise.

And precisely for that reason, the analysis of overall task of enterprise is a starting basis of the process of verification and building of enterprise's organizational structure and significant component in specification of its business behavior. If we want to examine or shape the organizational structure of enterprise or some part of it, it is necessary to conduct the analysis of its first, i.e. general purpose of existence. Accordingly, in the beginning of each organizational process, there is always the overall enterprise's task that seeks a solution for implementation and to which all organizational measures are extended in order to ensure its execution. The measures that wouldn't be based and referred to overall task of enterprise, which wouldn't be made for the sake of its execution, they wouldn't have satisfactory sense. They would be narrow, inappropriate actions and solutions, and thus the entire effort put into its creation would not be satisfactory.

The division of overall task is reduced to its analysis and division into narrower, still complex tasks, then division of those into more narrower and so on until we reach the elementary, i.e. the tasks so simplified that can be given to individual members that are in appropriate workplaces or specific management bodies. By analysis or division of overall task, firstly we determine the primary task groups, then secondary and so on, until we reach the group of elementary tasks that are performed in workplaces, i.e. management bodies. Each group of tasks is a subject of division into lower tasks until the

level of elementary tasks is reached. Division or fractioning of tasks into smaller tasks is actually the implementation of technical division of labour in enterprises.

Within his study, S. Nikolić [5, pp. 182], points out, as something important, to the fact that many researchers have attempted to provide the solution for successful division of enterprise's overall task into individual tasks. According to her, the most notable are: Gulick, Simon, Morch, Nordisich, Heming, Scheram and Kosiol. Thus, she believes that most significant results are achieved by E. Kosiol. M. Babić [1, pp. 173], as well as Ž. Dulanović [2, pp. 330] have similar standpoints.

According to E. Kosiolu [3, pp. 14], division of overall task of enterprise should be done by five grounds. Those are the following:

- Execution,
- Subject,
- Rank,
- Phase and
- Purpose.

Division of enterprise's overall task by all above-mentioned features is conditioned by the fact that overall task includes many individual tasks, which are mutually differed both by the objective that should be accomplished by their direct execution and by the fact whether it is about executive work or leadership/management work, then by the phases, i.e. whether it is about jobs of planning, execution or control and in the end, whether it is about primary or secondary jobs observed from the aspect of direct contribution to accomplishing the tasks, objective of enterprise. Since the overall task of enterprise includes these individual, mutually different elements (different from organizational standpoint), so that they could be successfully synthesized later, it is necessary to clearly mark them during the analysis, clearly define them and separate in this sense. Therefore, it is certainly most significant to perform their marking according to execution objectives.

Having in mind the above-mentioned conclusions as results of specific studies and starting from generally confirmed attitude that analysis of overall enterprise's task is actually the implementation of technical division of labour in it, our opinion is that the results of previously conducted research regarding this issue are only significant attempts to contribute to a better resolution of the present, very current problem. There are two main reasons for such opinion. The first reason is that division of overall enterprise's task, regardless of intensive study in previous period, still does not have clearly expressed purposefulness of performance and the second is that there still does not exist one recognizable general structure of corresponding constituent elements

in vertical and horizontal observation that would be derived from its performance.

Today's results of research say that analysis of overall enterprise's task is conducted in order to reach the appropriate structure of jobs, by whose grouping, the organizational structure of enterprise will be defined. Our opinion is that the analysis of overall enterprise's task should be done for the sake of identifying the applicable working structure for its execution, which will afterwards, through appropriate abstraction and generalization (modelling), be transformed into a business structure that corresponds to it and then the structure of business processes as well. On the basis of these structures, the purposeful organizational structure of enterprise will be determined by the specified procedure.

As for general content of the elements of enterprise's working structure, it can be concluded, based on previous research, that it is indefinite and that working structure of each enterprise is a particular specificity that is reached through concrete analysis of its overall task. Our opinion is that elements structure of general working structure of enterprise is known in advance and that, by the appropriate analysis of overall task of specific enterprise, it is only transformed into specific content of working structure, which directly depends on the type of company and content and scope of its activity.

Having in mind that our above-mentioned statements are conditionally valid and in order to prove them, we will begin with the fact that analysis of overall task of enterprise should be carried out in two parts. The first part refers to division of overall task according to main categories of work in enterprise. It means that overall task of enterprise should firstly be divided into:

- Enterprise management task,
- Enterprise leadership task and
- Task of basic executive work (main task of enterprise).

In the second step, the separate analysis of each of the three main categories of tasks should be performed. According to that, the criteria for analyzing the first and second category of tasks are identical. Their content consists of the following steps of division:

- By phases of work within the area or field of work,
- By basic purposes of work and
- By specificities of elementary work.

Given that the tasks of basic execution work are a lot more comprehensive, thus the criteria for their division have two steps extra. Such a structure has the following division content:

- By functions within subject or field of work,
- By forms or modes of work,
- By phases of work,

- By main purposes of work and
- By specificities of elementary work.

With division of overall task of enterprise according to previously presented procedure, we gradually reach the overall working structure of enterprise. For management and leadership work, it consists of:

- Work sets,
- Work actions,
- Work operations,

And for basic executive work, having in mind that it is more extensive:

- Work zones,
- Work sections,
- Work activities,
- Work actions and
- Work operations.

In case of managing the company, work sets are determined by the forms of work activities according to appropriate work areas or fields. In addition, work activities, as we have already mentioned in 2 a) of this paper, are the following:

- Preparation of decision-making,
- Decision-making,
- Distribution of decisions made and
- Control of implementation of decisions made,

And work areas or fields are:

- Shareholders' meeting,
- Board of Directors and
- Monitoring Committee.

Accordingly, within enterprise management, in our opinion, there are twelve work sets. Each of those sets has a specific set of work actions. Work actions are the corresponding series of work operations. Work operations are performed by competent management bodies or in the workplaces of particular additional executive work.

Enterprise leadership work has a similar structure as the enterprise management work. Work sets are specific forms of work activities at appropriate work levels or fields. Possible work activities, according to the statement given in 2b, are the following:

- Presentation of organizational unit (OU),
- Monitoring the employees in OU,
- Monitoring the space and equipment of OU,
- Monitoring the organizational setting of OU,
- Monitoring the tasks of OU and
- Guiding the work of directly subordinate members of management or directly performed work etc,

And work levels or fields are concrete levels of leadership in enterprise. According to the above-mentioned, those are:

- Director of enterprise,
- Director of sector or director of production WU,
- Manager of the service or facility,

- Chief of Bureau or supervisor of department, and
  - Leader of work group or foreman of working centre.
- Each work set of leadership work has its own set of work actions, and each work action represents an appropriate series of work operations. Work operations are performed either in appropriate leadership workplaces or their additional or assistant executive workplaces.

Basic executive work of the enterprise is its basic direct work. In each enterprise that is a shareholders company, the executive work is the greatest, and because of that it has the most comprehensive working structure. By the functioning of that structure, the performance of primary activity, i.e. the purpose of enterprise's existence, is primarily enabled. According to this, we can say that the basic elements of that structure are:

- Work zones,
- Work sections,
- Work activities,
- Work actions and
- Work operations.

Work zones of basic executive work of enterprise are determined by specific forms of operational work functions within appropriate objects or radar fields. Operational work functions of basic executive work, according to 2c in this paper, are the following:

- Marketing work,
- Research-development work,
- Sales work,
- Production work,
- Procurement work,
- Maintenance work,
- Transport work,
- Economic and analytical work,
- Work of normative – legal regulation and general administration,
- Work of management organization (work of organizing, standardizing, marking and computer science),
- Work of quality assurance etc.

It is obvious that such a composition of operational work functions of basic executive work function, as the most extensive main function of enterprise, is significantly different than those that were previously indicated by various researchers in the field of enterprises' organization. This is true, starting from H. Fayol, who is the creator of the first official working structure of enterprise, through V. Dešić, as most famous researcher of organizing Serbian enterprises from the period of the 70' of previous century, to M. Babića [1, pp. 249] and S. Nikolić [5, pp. 337], as Serbian researchers of enterprise organization in recent times. And main cause of the variations present, primarily comes from the fact that all of them that were

included in the term "work function of enterprise" implied a very simple definition, that it is: "a set of similar or related abilities of enterprise that are performed in order to implement its activity".

However, our opinion is that by work function of enterprise, we should imply: "appropriate concentration of enterprise's working ability that is recognizable for its character and if it is complex, then also for the form or shape, by whose action, a necessary unequivocal purposeful contribution to the overall enterprise's business. That necessary, unequivocal, purposeful contribution is in this sense expressed through the implementation of appropriate work tasks for certain areas, levels and subjects, i.e. fields of work". And those fields, levels and subjects, i.e. fields of work, for practical reasons, are nothing else but corresponding work fields, which are, for the basic executive work of shareholders company in statement given in 2c of this paper, the following ones:

- Company,
- Products and services,
- Equipment and working space,
- material,
- tools,
- energy,
- money,
- documentation,
- personnel etc.

Each operational work function of basic executive category of work in a specific work field represents a corresponding work zone. Each work zone is a concrete set of corresponding worksections. Those work sections are sets of work activities, which are nothing but specific work phases within a specific work section. Generally speaking, the corresponding work phases, i.e. work activities of any basic executive work sections can be: planning, preparation, execution and introducing into application or storage or archiving of work products of work section. However, in specific sense, each work section of executive work has a specific structure of work phases.

Each work activity or phase of basic executive work of enterprise has a concrete set of work actions, which are actually the corresponding series of concrete work operations. By work actions of executive work, concrete basic executive work purposes of enterprise are realized, i.e. their individual basic work tasks of basic executive work. Those specific basic work purposes are, for example,: Te konkretne osnovne radne svrhe su na primer: construction of the structural drawing of product, construction of the workshop drawing of specific product's part, development of technological procedure for product assembly, development of technological procedure of producing a product's part,

production of product's part by work order or assembly of finished product by work order etc. Elements of such work actions are appropriate work operations, which are performed at appropriate executive workplaces. Within the analysis of overall task of enterprise, work operations are related to corresponding imagined workplaces.

All imagined workplaces should be registered in a catalogue of imagined or assumed workplaces of enterprise. In addition, each workplace should be appropriately described in terms of proper technical means that should support it and the kind of professional ability that the worker needs to have in order to work at it.

#### V. CONCLUSION

Dealing with the need of improving the quality of performing the analysis of the overall task of enterprise, as the first phase in implementation of its new organization, the paper primarily aimed at solving some scientific inaccuracies according to interpretation of terms: work functions of enterprise and their content; fields of work, work levels, subjects or fields of work by work functions; general objective, strategy and overall task of enterprise; conducting the analysis of overall task of enterprise and formalization of enterprise's working structure. Due to such an effort, as a final result, there is one new methodological approach to conducting the analysis of overall task of enterprise that is transparent. That transparency is contained in treating the enterprise as an object with a general working structure that is recognizable in advance and that is, through the procedure of conducting the analysis of overall task according to the requirements of specific general objective and its corresponding strategy, reduced to a concrete working structure. That actually means that by concrete application of expressed analysis of overall task, one generally-known working structure is transferred into concrete working structure, which is a significant progress in comparison to previously known methodological solutions.

In addition, the methodological solution expressed in this paper, with the future appropriate conceptual and content development, should lead to the further progress in the improvement of overall process of organizing the enterprise, which will be our primary preoccupation in further implementation of initiated research. Let's hope that we will soon be announcing new achieved results in this research.

#### REFERENCES

- [1] Babić M., Stavrić B., Sekulović B., Organizacija preduzeća, KIZ "CENTAR", Beograd, 1996.
- [2] Dulanović Ž., Ondrej J.: Osnovi organizacije poslovnih sistema, FON, Beograd, 2009.
- [3] Kosiol, E., Temelji i metode istraživanja organizacije, Informator, Zagreb, 1972.
- [4] Milisavljević M., Todorović J., Planiranje i razvojna politika preduzeća, Savremena administracija, Beograd, 1995.
- [5] Nikolić, S., Organizacija preduzeća, DIGP "Prosveta", Niš, 1994.
- [6] Pečić, Lj.; Klarin, M.; Trifunović, D. and Dašić, P.: Marketing-oriented organizational culture and implementation of total quality management: The case study of "Prva petoletka". *Metalurgia International*, Vol. 18, No. 6 (2013), pp. 121-126. ISSN 1582-2214.
- [7] Petković M.: Organizaciono ponašanje, Ekonomski fakultet, Beograd, 2008.
- [8] Petković M., Janićijević N., Milikić B.: Organizacija, Ekonomski fakultet, Beograd, 2009.
- [9] Pešaljević M., Inženjerske komunikacije i logistika, Fakultet tehničkih nauka, Novi Sad, 1995.
- [10] Sajfert Z., Đorđević D., Bešić C., Leksikon menadžmenta, Agencija Matić, Beograd, 2006.