
NECESSITY AND IMPORTANCE OF MANAGEMENT OF INDUSTRIAL ENTERPRISES IN MODERN CONDITIONS

YAKHSHILIKOV SARDOR

Abstract

Keywords: *management, management, marketing, innovation, efficiency of industrial enterprises*

Effective methods and techniques for increasing the competitiveness of local industrial enterprises in the modern conditions of the development of economic relations are researched in the article.

Copyright © 2022 International Journals of Multidisciplinary Research Academy. All rights reserved.

Author correspondence:

YAKHSHILIKOV SARDOR

The Teacher of "Management and Marketing" department, Tashkent Institute of Finance, Tashkent, Uzbekistan

email: yaxshilikov@gmail.com

INTRODUCTION

It is known that for many industrial enterprises, it is important to solve the strategic problems of the development of local industrial enterprises, which are related to the use of certain management methods in order to ensure their competitive position in the market.

The viability of any enterprise in the industrial complex includes the prospects for the development of an efficient production enterprise based on the implementation of a well-coordinated production process. An even more important factor is the field of activity of the industrial enterprise, the right technology for the performance of production operations ensures the success of the enterprise.

Based on this, we can conclude that there is no harmful and unprofitable type of activity, but there are correct and incorrect approaches to the implementation of the production process. All problems are not related to one type of activity, but to wrong methods, approaches and management styles.

LITERATURE REVIEW

Compared with the previous achievements of economics in the field of production management, we can say that it is focused on the task of ensuring the accuracy and purity of actions [1].

The theoretical foundations of the considered production management strategy were developed in the 30s and 40s of the 20th century by two well-known specialists, Walter Schuhart and William Edwards Deming. The developed control technology has several differences from previously presented techniques[2].

RESEARCH METHODOLOGY

This article uses methods such as verbal interpretation, statistical observation, induction and deduction, and scientific abstraction of the scientific and theoretical foundations of management in industrial enterprises.

ANALYSIS AND RESULTS

Taking into account the practice of organizing and managing production in industrial enterprises, as a rule, there are five main strategies for managing production activities that constitute the "golden fund" of management thinking, which deserve a detailed study of their characteristics. These are the concepts of remanufacturing, operational system management, total quality management, flexible production management and business restructuring .

All the considered approaches to the organization of the production process from different perspectives reflect the same object of research - an industrial enterprise and its production system, through its management, available resources are turned into products to meet the needs of the population.

An important foundation of the operational strategy for managing the production activities of an industrial enterprise is the standardization and regulation of all stages of activity aimed at strict saving of available resources. This strategy became the next logical step in the development of the theory of industrial enterprise management, because it was a logical continuation of previous theories. Previously, only the main production processes were given special attention and only they were regulated, no action could be carried out without clear control and evaluation, primarily from the point of view of economic efficiency.

This innovation was primarily a result of the problems caused by the external environment of industrial enterprises, in other words, with increasing competition, enterprises are forced to fight for each consumer. As a result, management of enterprises should develop measures to conquer the market, improve management techniques and methods, optimize technological processes, minimize costs, etc. Management of the production process using the operational strategy technique includes all stages of the technological process, including the improvement of additional operations. Production or operational strategy is

related to other functional strategies of the industrial enterprise, in particular, marketing, human resources and finance (Figure 1).

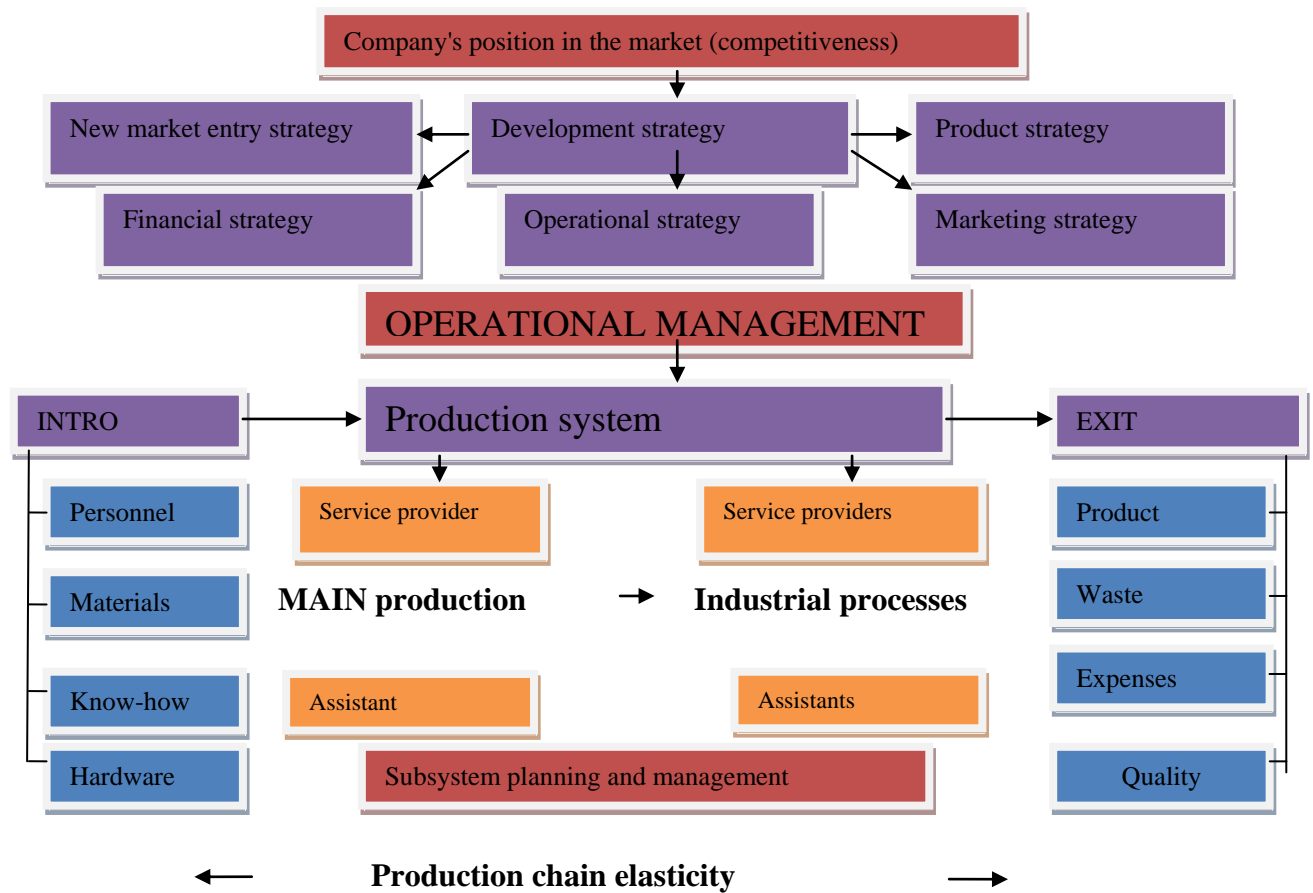


Figure 1. Production operational management model production

Focusing on cost minimization at all stages of the production process, some managers of industrial enterprises came to the conclusion that it is necessary to introduce the principles of standardization for the main and auxiliary workers, and made serious efforts to develop the principles of standardization of the work of employees and management.

At this stage of the development of industrial relations, the idea of diversifying production based on the conditions of the more complex external environment of industrial enterprises appeared. In other words, if the diversification of the enterprise is based on the production of fundamentally new types of products, the main production processes will be broken up, the production chains will be extended, and additional types of products will appear. Thus, the external direction of the operational strategy of industrial enterprises was formed.

Leaders and managers of industrial enterprises naturally face the question of continuity of technological processes. The practice began to include procedures for

transferring or selling part of the main production processes or their components to related or subsidiary business structures. These procedures accelerated not only the pre-production process, but also the technological process of product production and, naturally, the management of the entire enterprise. The economic efficiency of using an operational strategy to manage the production activities of an industrial enterprise is determined in the following ways:

- first, by determining the optimal duration of the product production process;
- secondly, on specialization and regulation of activity;
- thirdly, using procedures for sale/purchase of industrial enterprises or their divisions.

According to various sources, in the second half of the 20th century, the strategy of rapid management of an industrial enterprise was the most popular among many firms, companies and industrial enterprises in Europe and the world.

An important achievement in the field of industrial management strategy is the concept of Total Quality Management (TQM) .

The first difference is that the authors describe this process not as a stable phenomenon in time, but as a system whose properties change from one movement to another, that is, it is characterized by the property of variability. As a result, the result of the process always produces products that differ from each other in some characteristics. The second component of the system identified by the authors of this concept is the close connection of all technological processes of an industrial enterprise without exception. In other words, there is no employee in an industrial enterprise whose activities are not reflected in the results of the enterprise.

There are two very important assumptions from the above [3]:

The first one refers to the "set of results" problem, referring to the multifaceted nature of the effect on all entities that come into contact with the product, its elements or the information that accompanies them, without exception. In this case, it does not matter whether the considered effect occurs on the physical or spiritual plane.

The second assumption concerns the question of the universality of the influence of performers on the final result. The "roots" of the total approach to the problem are hidden here. The classic distribution of work tasks of an industrial enterprise on a functional basis in relation to quality issues does not work in this case, because it takes out most of the employees in its structure at one level or another related to the formation of quality. Therefore, the question arises about the inventory of the industrial enterprise's work

processes. In this case, it is a matter of developing the most complete list of technological production processes that comprehensively describes the activity of an industrial enterprise, not the number of equipment, performers or the number of jobs. Behind them "quality in all its forms" stands for reliability, uniformity, predictability, interchangeability, etc. All of the above applies to both the manufactured products and the processes themselves - carriers of movement. The third component of the total quality management system in the enterprise is the concept management philosophy of Deming's 14 points. According to the authors, it should be based on the principles of "effective cooperation" of decision-makers with executors [4].

Currently, the composition of the industrial complex in Uzbekistan has changed radically. The reform of the country's economy led to a radical change in economic conditions, which significantly complicated the operation of most industrial enterprises. The new socio-economic conditions of management created the need to reconstruct the entire management system both within the enterprise and at the regional, industrial or country level. The enterprise, becoming a subject of economic relations, acquires economic independence and is obliged to be fully responsible for the results of its economic activity. In this regard, the enterprise itself should form a management system that ensures high management, competitiveness and stability in the market.

Any organization is a complex economic and social system. Depending on how the system is designed, it depends on how it adapts to the external environment and changes under the influence of internal factors. The management system of an industrial enterprise is a whole complex of activities in different directions and at different levels for the formation of goals and tasks, as well as their implementation and control of results.

CONCLUSION

The main direction of improving the activities of modern industrial enterprises of Uzbekistan is the implementation of the achievements of modern management theory and practice, the interdependence and complementation of local and foreign experiences in production organization, planning and management. The peculiarity of management as a type of activity implies a strong influence on the form, scope and effectiveness of the use of general scientific methods.

In the modern economy, the main object of microeconomic research is the industrial enterprise. The reason for this is that most of the goods and services that satisfy modern human needs are made in enterprises. The essence of the goals, strategies and directions of the enterprise's development is determined by the state of the economy as a

whole, the development trends of a certain field to which its activity is related, and other factors. Consequently, there was a need to adapt to modern conditions and adapt the activities of industrial enterprises using the principles and methods of strategic management. This task can be solved directly through strategic management.

LIST OF REFERENCES

Gornostaeva, A.N. Povyshenie effektivnosti upravleniya proizvodstvom na rossiiskikh predpriyatiyax: monograph / A.N. Gornostaeva, O.V. Babich. - Bryansk: BGTU, 2005. - 200 p.

Volokhin, S.B. Vidy proizvodstvennyx strategic / S.B. Volokhin // Voprosy upravleniya predpriyatiem. - 2004. - 1(9). - S. 5 - 12.

Gornostaeva, A.N. Povyshenie effektivnosti upravleniya proizvodstvom na rossiiskikh predpriyatiyax: monograph / A.N. Gornostaeva, O.V. Babich. - Bryansk: BGTU, 2005. - 200 p.

Volokhin, S.B. Vidy proizvodstvennyx strategic / S.B. Volokhin // Voprosy upravleniya predpriyatiem. - 2004. - 1(9). - S. 5 - 12.

Pererva P. et al. Ensuring the Sustainable Development of an Industrial Enterprise on the Principle of Compliance-Safety //Studies of Applied Economics. – 2021. – T. 39. – №. 5.

Pererva P. et al. Ensuring the Sustainable Development of an Industrial Enterprise on the Principle of Compliance-Safety //Studies of Applied Economics. – 2021. – T. 39. – №. 5.

Kwilinski A. Development of industrial enterprise in the conditions of formation of information economics //Thai Science Review. – 2017. – C. 85-90.