

MANAGEMENT OF INDUSTRIAL ENTERPRISES IMPROVEMENT OF THE ORGANIZATIONAL AND ECONOMIC MECHANISM

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ABSTRACT

In this article, proposals and recommendations have been developed for the improvement of the organizational and economic mechanisms of the management of industrial enterprises, the scientific-theoretical basis of many socio-economic relations in the improvement of the activity of industrial enterprises.

Keywords: industry, enterprises, organizational-economic mechanism

INTRODUCTION

In the conditions of today's digital economy, the elimination of organizational and economic mechanisms of effective management of the activities of enterprises, scientific justification are relevant issues. Enterprise management organization is a targeted and managed activity that combines various methods of stimulating and controlling the work of the team to achieve the specified task (which includes both the global goal of the organization and short-term goals such as increasing the sales market, improving product quality, improving sales efficiency, etc.).

The organization of the enterprise management structure is divided into managed and managed parts, where the manager is the Directorate, the manager and the information department (also referred to as the administrative and management apparatus), and the managed part is the organizational departments involved in the production process. The success of the organization lies in the proper coordination of both components [1].

To understand the issue of the organization of the enterprise management system, it is necessary to determine its goals. They can be different, but they are combined into four main blocks [2]:

- * Economic-aimed at increasing sales and increasing the profit of the enterprise.
 - Implementation of a certain volume of production and sales of a product aimed at ensuring a production and commercial - economic goal, contractual obligations, etc.
- * Scientific and technical-aimed at obtaining the necessary technical characteristics of the product, aimed at improving quality, as well as increasing productivity as a result of technological improvement.
 - Aimed at meeting the needs of socio - executive employees.

The economic goal is superior, while the other three work for that purpose, complementing each other. Usually the enterprise works at the same time in each of them, naturally distributing tasks between the heads of different departments. An indicator of successful work on the implementation of the goals of the organization will be an increase in the volume of sales and an increase in the total profit of the company, that is, the fulfillment of its economic goal.

Korxonalarni boshqarish tizimi funksiyalari

The division and specialization of management and its activities are known by the organization as enterprise management functions. On the basis of the long-term principle, the main and specific functions of management are distinguished [3]. The main (they are also constant) functions are planning, organization, motivation and control.

- Planning is aimed at determining the prospects for the development of the economy, predicting its future state and determining the role of the enterprise in the resulting picture. Based on the results obtained, a further action plan is drawn up. Planning involves several successive stages: concept (theoretical basis, idea), forecast (predicting business opportunities using scientific justification), program (final formation of further activities with the calculation of the resources necessary for implementation).

- The organization is aimed at forming leadership, regulating the relationship between controlled and managed systems, which increases the efficiency of all other functions due to the fact that it creates a clear system of managers and ensures their successful interaction.

- Motivation helps the team find reasons to help them complete the tasks set, providing them, thus stimulating productive activities.

- Control is the final stage that conducts observation for verification. The main function of this function is to correct the strategy produced. Control sets regulatory indicators, then measures and analyzes them, and then determines actions that will help improve these indicators. Recommendations can be different: revising goals, redistributing tasks, recruiting, improving the organization of enterprise management.

Special functions affect a certain area of activity and are associated with the separation of the management structure. The object of the function is a separate connection, for example, marketing, sales department, administration system. They usually focus on an area that shows unsatisfactory results in the short-term and control phase.

Korxonalarni boshqarish tuzilmalari

On the basis of defined functions that require different powers to perform successfully, a leadership structure is formed that represents a single person, department or Department of managers [4]. The organization of the enterprise management system assumes the choice of the most optimal option. Based on the scope of the necessary powers, Six management structures are distinguished:

Lineer. In such a structure, the implementation of management lasts from the master to the subordinate in the hierarchy. An important nuance-orders come from only one person. It is very important to choose the optimal number of employees for one manager, the effectiveness of work will depend on this. Such a system has its drawbacks, for example, a complex decision - making process-for any actions, the subordinate must contact all high-level hierarchies for approval, as a result of which there is a slow reaction to even the most important issues, in addition to which corruption is also developing.

Functional. In this organization of enterprise management, the functions inherent in several departments are assigned to one department or to the person who carries out the orders of

several bosses. The advantage of the structure is the complete elimination of duplication of the performer's work, the disadvantage is the lack of a unit of commands, which can slow down the process of work as the complexity increases.

Linear functional. This structure combines two: solutions are developed by qualified specialists, after which orders are given hierarchically.

Targeted software. With this management of the organization of labor at the enterprise, the heads of each individual project are allocated, after which they issue orders aimed at achieving the individual goals of the company. The manager receives a commission from the director or his deputy, at the same time it includes subordinate employees. Over time, these departments are often converted into independent domestic firms.

Matrix. Such a structure immediately combines a linear, goal-oriented and functional organization.

The structure of the Department combines product and regional principles. Here, the main parts will be departments that are endowed with certain independence, enter into contractual relations with each other and are independently financed by profit. At the same time, management makes long-term decisions.

Social patterns affecting the choice of the structure of enterprise management the Organization of the structure of enterprise management should be selected from certain social laws that affect the activities of the firm as a whole. These laws include:

· The technical and economic law, which reveals the essence of the technical side of production, reflects the attitude of a person to technology and nature.

* **Social and socio-economic laws that show the essence of relations between certain classes.**

* **Legal.**

· Socio-psychological laws that show the essence of the relationship between employees in the company and entire departments, their interaction.

The principle of effective construction of the enterprise management structure

The successful organization of the management of an enterprise begins with certain rules of construction, principles that need to be believed in the choice of structure and management methods. First of all, we must not forget that the main source of increasing labor productivity is always a person, therefore, based on his psychological and social qualities, an effective work program of the company should be built. In addition, if you give employees or departments some independence, their effectiveness will increase significantly. However, the freedom of employees should be combined with centrality, and the main goals of employees - quality standards, company policy-should be maintained.

The next principle is that planning should always have a long-term perspective and be based on constant market changes. It should also be ready to expand workers if necessary. When choosing a management system, it is necessary not to complicate the management process, focusing on the simplest and most understandable forms. And, of course, do not forget about the

interests of consumers.

Methods of enterprise management system

The management method is a method of influencing employees and the community as a whole, the purpose of which is to ensure the Coordination of their work in order to obtain the necessary results. According to the composition, the methods of organizing enterprise management are divided into three broad groups:

- Administrative methods are based on the subordination of employees to the hierarchy, and in turn are divided into organizational and managerial methods. The first covers the entire management structures and ensures a clear distribution of tasks, which are manifested in the general instructions and norms of the enterprise. The latter constitute an operational response and are manifested in the form of an order.
- Economic methods are based on interest in the results of production and are aimed at encouraging employees to achieve the goals set by management to their predecessors. This includes material incentives for employees in the form of prize money, as well as material responsibility for the work performed.
- Socio-psychological methods are based on the psychological state of employees, include various educational and educational work, the creation of a comfortable working environment and the regulation of social ties in the team, the participation of workers in management.

Structure of the management of the organization

The organization of Personnel Management at the enterprise is carried out with the help of senior management, appointed by the owner of the company or the board of founders. The administrative apparatus should include four directions: general, technical, economic and operational.

General management unites all direction managers and is managed by the director of the enterprise, who in turn relies on substitutes and assistants. At the beginning of the technical direction stands the chief engineer of the organization, who is usually the first deputy director of the enterprise. However, its most important function is to manage scientific research work. At the beginning of the Economic Service, the chief accountant stands, subordinate to him the Department of planning and Economic, the Department of labor, accounting, material and technical support, the Department of Finance and the Department of marketing.

The operational management service consists of a production-dispatch department and a planning-dispatch office. The dispatcher on duty is appointed head of the operational service. Further management is determined on the basis of production volumes and includes shop managers, Masters.

Work with employees of the enterprise

It is necessary to analyze in more detail the work with the employees of the enterprise. As mentioned above, a person is the main source of organization, so it is necessary to pay maximum attention to him.

Work with personnel begins with adaptation. This process involves the practical introduction of people to their tasks, the accurate communication of all the necessary information to them, the rules and regulations of the enterprise, its goals, as well as the establishment of interpersonal relationships between employees.

We must not forget about the development of personnel, the improvement of their professional skills. It all starts with an understanding of the need for constant training and self-development of employees, awareness of their role in the team and increased responsibility for their results. For this purpose, educational events and trainings are held. Development is based on training that must be managed and funded by the organization. An important advantage for employees there will be an opportunity for career growth with skill development.

The analysis of the organization of enterprise management clearly shows the High role of employee incentives. Motivation is the process of motivating employees to work effectively and is based on methods of administrative, economic and socio-psychological impact. The structure of any motive consists of three main parts: determining the needs of employees, the salary that an employee can receive, and the appointment of the action necessary to satisfy the need. In order to motivate employees, there are such needs as physiological, social, psychological, recognition of his personality by society, the need for self-expression, joining a well-done job, etc.

CONCLUSION

Organization of enterprise management planning is a complex and multifaceted process that requires competent development by specialists. With the growth of the company, there is a trend towards a more complex and scalable organizational and management structure. The main goal of any enterprise is to comply with the established standards, for which it is necessary to bring the level of discipline to the level of demand. To do this, each firm chooses the most appropriate methods of influence and management for its structure.

The management of the economy and enterprises by the organization is closely related. With the right approach to the selection of company management, working with employees, methods of motivating employees to achieve the desired results, the company develops and increases its profits. With the wrong approach, everything will be the opposite. Therefore, the management organization must pay maximum attention and periodically analyze the results of management activities.

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