

Issues of Optimizing the Management System of Chemical Industry Enterprises

Avulchaeva Feruza Dzhurakuzievna

Assistant of the Department of Management,

Fergana Polytechnic Institute, Fergana, Uzbekistan

Abstract

The article describes the characteristics of optimization processes of chemical industry enterprises, the organization and stages of optimization work. The importance of optimization issues in improving the control system is described.

Keywords: industrial enterprises, chemical industry, optimization, management system, division of powers, stages, process description.

INTRODUCTION

Of great importance in improving the efficiency of industrial enterprises is the process of optimizing the control system. At the same time, effective methods will be developed for solving issues related to the management process, the distribution of powers, the revision of job descriptions, and the allocation of resources [1,2,3].

It is known that increasing the efficiency of enterprise management requires the creation of modern mechanisms that allow efficient use of limited economic resources, achieve high profits at minimal cost, and prevent the negative impact of competitors and the external environment [4,5,6,7].

The main goal of optimizing the management system of industrial enterprises is the efficient use of resources to achieve high results at the lowest cost. In this case, the enterprise will carry out work related to cost reduction, the introduction of automation systems, and a change in the organizational structure of the enterprise. Also, in the process of optimization, measures are taken to reorganize the enterprise management system, attract qualified employees, and inventory job descriptions.

The Main Part

The processes of optimizing the enterprise management system are most often used in the implementation of the strategy of innovative development. The main goal of the optimization process is to increase economic efficiency along with the development of the enterprise.

According to Fedulov L.I., the most important problems at the enterprise are in the field of financial and investment management, and there is a constant lack of financial resources for business development at enterprises. At the same time, the inefficient use of accounting information in the management process, the lack of an effective organization of financial planning, the lack of an appropriate control and audit system do not allow efficient use of



enterprise resources and increase the potential of the enterprise. In this regard, the optimization of the structure of the enterprise requires the restructuring of the organizational structure [8,9,10,11].

Many sources mention that optimization is used as a process aimed at bringing enterprises out of a crisis situation. According to researcher I.P. Buleev, optimization is a continuous process that takes place at enterprises of different forms of ownership. In some literature, optimization is understood as a change in the structure by highlighting the departments most necessary for the enterprise in order to ensure the economic efficiency of the enterprise, and some interpret it as a complex change in its management structure in order to increase the competitiveness of the enterprise [12,13,14].

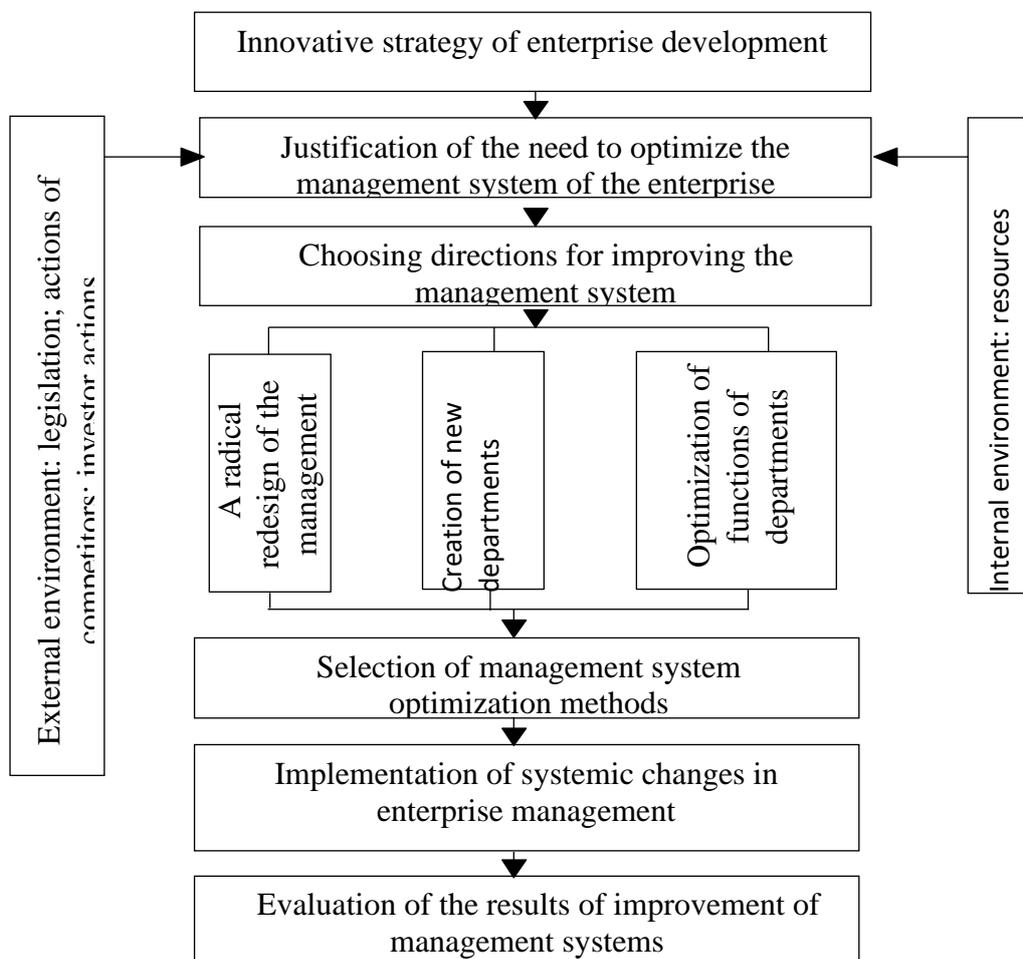


Figure 1. The process of optimizing the control system in industrial enterprises

When optimizing industrial enterprises, it is necessary to take into account the optimal level of product quality, that is, not to allow excessive reductions while saving some resources. In some cases, the expected performance may not be achieved as a result of the optimization process. There are cases where employees are under a heavy load, the department required for the structure is reduced, and the level of flexibility to the new management system is low. The

effective operation of an enterprise largely depends on the management system, i.e. financial management, personnel management, production management, technical and technological preparation of production. It is necessary to develop a mechanism that ensures the coordination of all elements of the management system in order to increase the efficiency of the enterprise through the introduction of innovations in the optimization of the enterprise [15].

Researcher M. Hamer describes that "restructuring of business processes is necessary to achieve a radical improvement in costs, production volumes and services, which are the main performance indicators of companies." In general, when optimizing industrial enterprises, the main goal is to develop a type of product suitable for the market environment, increase the competitiveness of the enterprise business model [16].

The industrial enterprise management system consists of many elements and links and reveals complex relationships, a change in one link requires a revision of the entire system. An increase in the number of links in a single system complicates the adoption of managerial decisions and, as a result, slows down the management process. The management system must be compatible with the socio-cultural environment of enterprises; effective decision-making is significantly influenced by the degree of centralization and decentralization of powers, the distribution of powers and responsibilities, the level of independence and the level of control of managers.

Thus, the implementation of the system optimization process is of great importance in improving the efficiency of the control system. J. Lafta says that the process of optimizing the enterprise management system is a mechanism that helps to most effectively achieve the goals of the enterprise.

The need to optimize the enterprise management system arises in the following cases:

- 1) in case of a significant change in the market situation;
- 2) when processing the strategy of the enterprise;
- 3) in cases of unclear management functions, duplication of responsibility and authority of managers in departments;
- 4) if there are complications in the transfer of powers;
- 5) in the absence of an effective information flow management system;
- 6) when the existing system impedes growth when the enterprise reaches a certain stage of development;
- 7) disorganization of management mechanisms adapted to changes in the external environment, etc.

Optimization of the enterprise management system should be based on the following principles:

- ensuring flexible response to market changes;
- ensuring the optimal level of decentralization of management decisions;
- organize and perform individual functions performed by the enterprise, structural divisions of the enterprise, and also prevent these divisions from performing the same functions;
- responsibility for the organization and performance of each function performed by the enterprise should be assigned to an individual.



In some cases, the level of optimization of the control system may be partial. In such cases, the changes affect part of the control system. But a partial change may not give the expected effect. Optimization of the management system requires a deep analysis of the company's activities, the study of the relationship between departments. When analyzing the activities of an enterprise, the source of information is the Charter of the enterprise, passport, financial and economic results, activities of employees, job responsibilities, regulations, standards, certificates, employee surveys, questionnaires, monitoring materials, etc.

The process of optimizing the management system of industrial enterprises can be divided into the following stages (Fig.2):

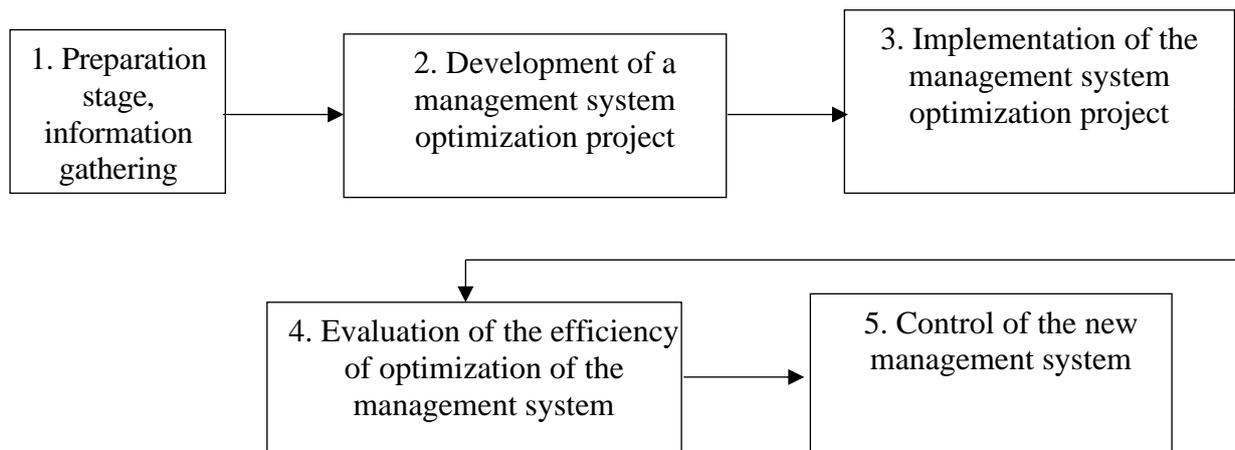


Figure 2. Stages of enterprise management system optimization

When optimizing the management system of industrial enterprises, it is necessary to pay great attention to the goal and the issues surrounding it. In this regard, a clear strategic plan should be developed to optimize the management system.

Table 1. Stages of optimization of the enterprise management system and their composition

<i>Steps</i>	Content
1	2
1. Preparation stage	1.1. Determination of the expected goal of optimization of the management system 1.2. Management system optimization project development and organization of implementation processes 1.3. Analysis of enterprise management activities 1.4. Determining the shortcomings of the current management system



<p>2. Development of a management system optimization project</p> <p>3. Implementation of the management system optimization project</p> <p>4. Evaluation of the efficiency of optimization of the management system</p>	<p>2.1. Determining the ways to eliminate identified deficiencies in optimizing the management system</p> <p>2.2. Planning the period of optimization of the management system</p> <p>2.3. Development of the control system optimization structure</p> <p>2.4. Development of the structure of departments and the systematic order of relations between them</p> <p>3.1. Development of labor capacity building activities</p> <p>3.2. Organization of events for implementation of transformations</p> <p>3.3. Implementation of the optimization project with employees</p> <p>4.1. Assessing the level of appropriateness of the achieved result.</p> <p>4.2. To determine the content, organization and organization of the management system in accordance with the plan</p>
<p>5. Control of the mechanism of operation of the new control system</p>	<p>5.1. That is, controlling the operation mechanism of the control system</p> <p>5.2. Monitoring the effectiveness of the management system</p>

Industrial enterprises in most cases cannot achieve high efficiency, since the attraction of new equipment and technologies, adaptation to the market environment, and the production of high-quality products require high costs, which leads to a decrease in economic efficiency. Also, any optimization can revert back to the old system over time, which is an objective process that is hard to change. Sometimes a small return to the old ways of doing things can lead to successful optimization.

It should be noted that making changes to the management system differs significantly from the normal operation of the enterprise. When developing an implementation program, more attention should be paid to the specific situation than to classical management methods. This is due to the fact that changes are always met with resistance from employees.

The chemical industry, like other industries, in developing an effective management system should conduct a thorough study of existing markets, while:

- employees of the enterprise, their composition, skill level, dissatisfaction, motivational training and organization of a system for working with reserve personnel;
- production capacity, capabilities, compliance with existing demand;
- the financial potential of the enterprise, the level of financial independence;
- the possibility of attracting loans for financing;
- takes into account the possibility of implementing innovative projects in the market in order to increase its capabilities.

In general, as a result of the application of a modern management system at the enterprises of the chemical industry, the following is achieved:



- an industrial enterprise establishes a management system based on a clear strategic focus;
- all managers and employees are managed on the basis of functional tasks, a vertical management system;
- increase the market value of the enterprise, manage the brand strategy, investment attractiveness is achieved;
- innovations will be introduced at operating enterprises of the chemical industry based on the model, a clear mission will be developed to fight for competitive advantage;
- the factors of the external and internal environment of enterprises are analyzed analytically, specific measures are developed to prevent business losses.

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