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# БАЯНДАМАЛАРЫ

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## MECHANISM OF EFFECTIVE MANAGEMENT OF INDUSTRIAL ENTERPRISES

**Abstract.** An important condition for sustainable development of industrial enterprises is the attention to the issues of management efficiency, what implies a change of management methods and necessitates the revision and updating of management tools for the development of industrial enterprises that are appropriate to the market situation and allow taking into account the variety of challenges faced by industry enterprises. These methods and tools can be considered as elements of the industrial business system, which are essentially engines of development of enterprises in the industry.

Increasing the contribution of the qualitative component of economic growth through the introduction of effective management tools in the practice of industrial enterprises becomes an urgent task, since the use of modern management tools is currently an important factor in the development of any enterprise.

In the current economic conditions, in order to develop approaches to create methodological tools for innovative development, it is necessary to identify effective economic and administrative mechanisms that could accelerate the implementation of structural adjustment of the country's economy, increase the level of competitiveness and economic efficiency of production in high-tech industries, facilitate import substitution of the electronic component base and individual means of production purchased abroad in all sectors of the economy of the Republic of Kazakhstan.

The relevance of the study is determined by the need for a theoretical and conceptual justification for changing attitudes to the formation of effective tools for managing the development of industrial enterprises, focused on the continuous use of organizational transformation opportunities that ensure a balance of interests of business participants and contribute to the sustainable maximization of business value.

The article presents review of a conceptual approach to the formation of an integrated efficiency management mechanism, formulated on the basis of a systematic study of the essential properties and methodological principles that define the category "efficiency of the enterprise management system". The task of maximizing the economic result on the basis of balanced management in all interrelated areas of efficiency growth has been formulated. The features that are associated with the identification of effective management tools for industrial enterprises have been examined. The properties of general features of management tools have been highlighted, the main characteristics of enterprise management tools have been formed, and the mechanism of effective enterprise management has been presented.

**Keywords:** management efficiency, economic result, management system, industrial enterprise management mechanism, effective management tools, balanced management, management tools, structural and logical model.

**Introduction.** At the present time, in the conditions of development of the market economy, industrial enterprises are increasingly experiencing the outcomes of the tension and instability of the external environment, which increases the need of enterprises engaged in production activities to adapt to external changes as well as to increasingly fierce competition and change their orientation to fundamentally new market needs. As a result, industrial enterprises are forced to constantly improve the management system, and first of all, to introduce certain tools to manage enterprises.

Parameters of the external and internal environment of the enterprise, industry specifics and features of the technological process significantly affect the selection of tools and how effectively they will be applied. The features discussed in this directly or indirectly paper affect the process of selecting management tools and allow selecting effective management tools for industrial enterprises in a highly competitive environment.

**Main body.** In order to understand the management mechanism of an industrial enterprise, it is necessary to present the process of forming tools (figure 1) [1].

For an in-depth understanding of the essence of the formation of management tools for an industrial enterprise, there is a need to determine the classification of the features of this phenomenon.

Considering the features that are associated with the identification of effective management tools for industrial enterprises, it is necessary to note the distinctive points that are characteristic only for industrial tools. Studying the analysis of foreign and domestic experience in the development of management systems for industrial organizations, there are two main groups: general features and specific features.

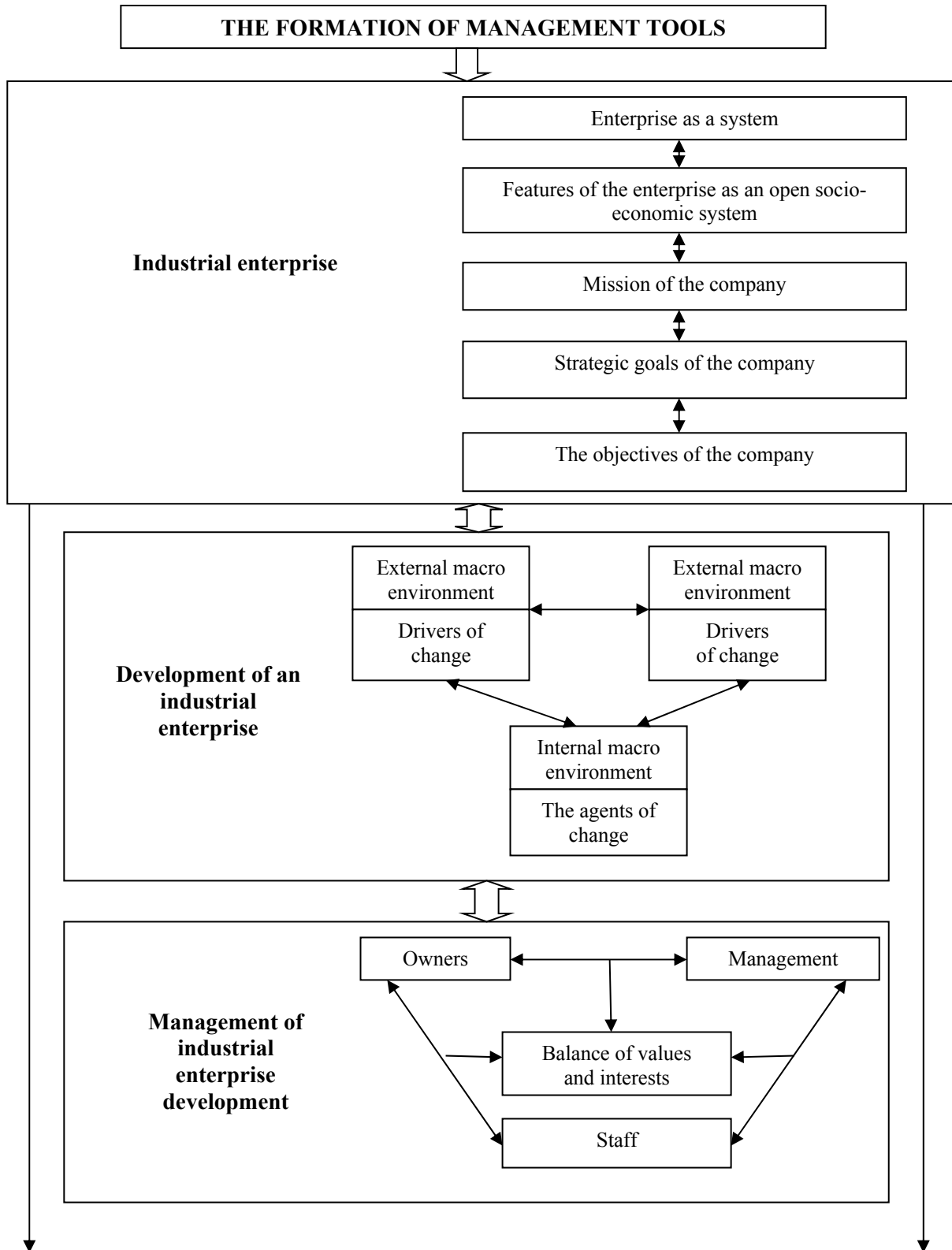
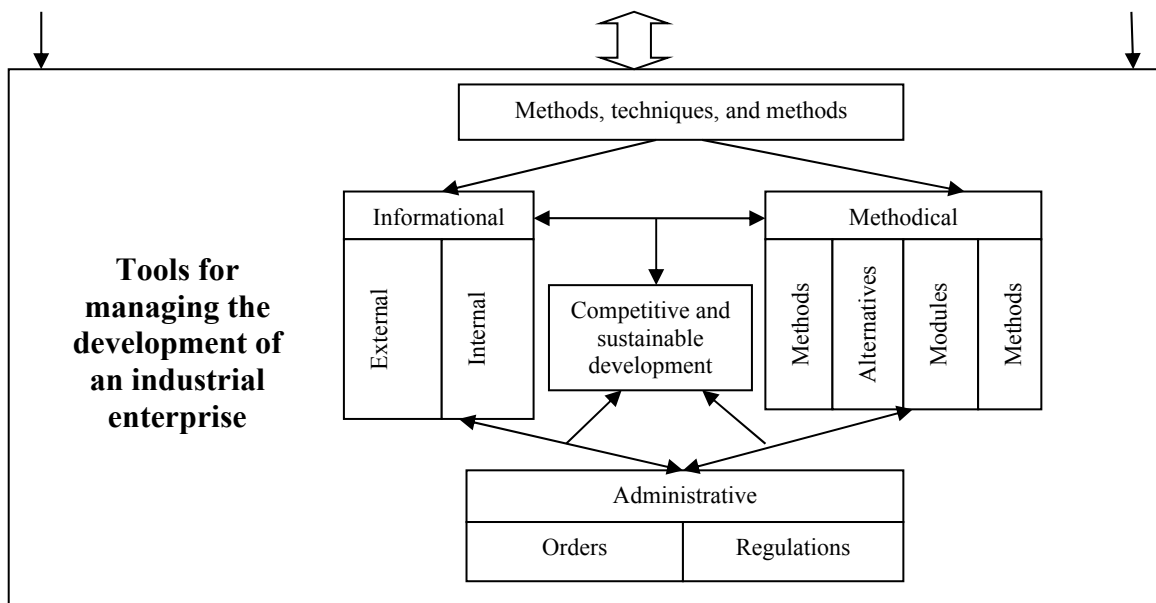


Figure 1 - Conceptual diagram of the process of forming industrial enterprise management tools [compiled by the author]



Continuation of figure 1. Conceptual diagram of the process of forming industrial enterprise management tools [compiled by the author]

Considering the general features, it should be noted that they combine the characteristic properties that are inherent in absolutely all enterprise management tools.

The following properties of common features of management tools are highlighted:

- Management tools that are implemented by the management entity, forming a certain management vector (impact) on the management object;
- Management tools must be in full compliance with the company's development strategy and mission;
- Management tools must be linked horizontally so that management can meet its goals and objectives;
- Enterprise management tools have a certain set of characteristics.

The author has formed the main characteristics of enterprise management tools:

- the management object is an enterprise itself, which is directed by the management vector based on the management tool;
- management subject is a manager who directly makes a management decision, thereby influencing the object, i.e. the organization, with the help of a management tool;
- time is an interval during which the subject of management is affected by the corresponding enterprise management tool. In this case, the beginning and end of this process must be determined;
- scale is what determines the quantitative characteristics of the size of the management object, which is directed by the management impact. For example, a shop, a division, the entire enterprise, etc.;
- management goal is a planned result of the organization's activities in a specific time period;
- resource intensity is an ability of an organization to apply and effectively use the organization's material, financial, human, and other resources using management tools;
- degree of innovation is a level of implementation of innovations using management tools aimed at solving fundamentally new production tasks [2].

When developing a management mechanism based on the formation of management tools, it is necessary to clearly describe these tools, and the effectiveness of their application may be different and depend on the factors that characterize the external environment of the organization.

When considering the main stages of forming a management mechanism, it should be remembered that an important element in the selection of effective tools will be indicators that allow a manager to determine the effectiveness of a particular tool within the relevant organization. How well the management tools are selected and used will depend on the level of their effectiveness. As a result, industry features and the specifics of the organization itself will be an integral part of the effectiveness of management tools.

All aspects mentioned above affect the key stages of the enterprise management mechanism based on the formation of industrial enterprise management tools (figure 2).

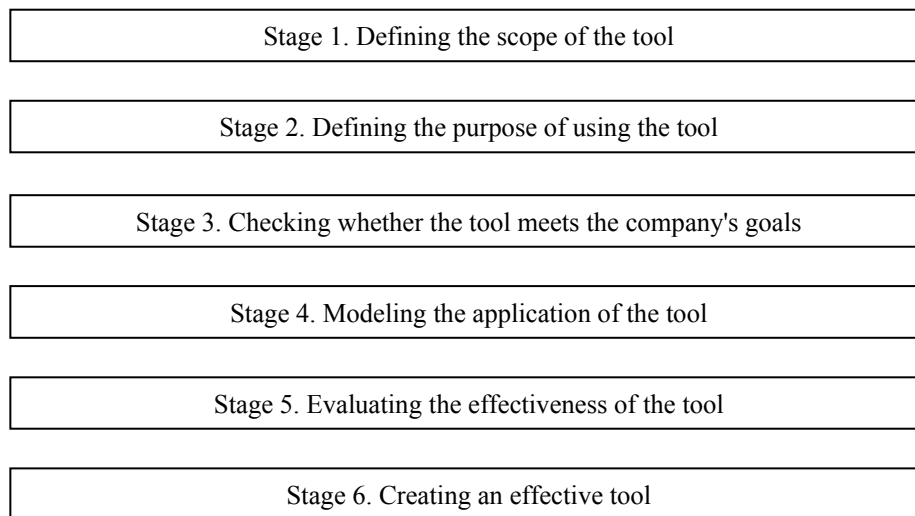


Figure 2 - Key stages of the enterprise management mechanism based on the formation of industrial enterprise management tools

Currently, the competitive environment is developing at a very rapid pace. In such conditions, the selection of the most effective management tools for the organization is of paramount importance.

Before proceeding to the formation of the enterprise management mechanism, it is necessary to determine the information base this tool will be formed on. Information base must include data about the company, such as: mission statement, strategic objectives, development tasks; the system of enterprise management, its organisational structure, business processes in it; the internal and external environment of the enterprise; the resources that the company has [3].

Figure 3 presents the mechanism for effective enterprise management. *At the first stage* of forming an effective management mechanism, the area where the tool is planned to be used is determined. To do this, the manager needs to analyze the area in which he or she wants to improve the efficiency of the enterprise. In the process of analyzing problem areas, an element that will later be subject to management influence through management tools is identified. The following areas are the main where management tools are most often used: finance, personnel, production, market, supply, and R&D. Table 10 presents areas of application and tools that are most common and effective for each of these areas. If it is difficult to take one area and it is necessary to implement management tools in several areas in order to solve the set of tasks, it is necessary to decompose the tasks that need to be solved again. At the same time, it is important to take into account the company's industry affiliation and its specific features. Having fixed the area for which the management tool is being formed, the manager proceeds to the next stage.

*At the second stage*, the effective management mechanism requires the company's managers to determine the purpose of using a particular tool. This stage is extremely important, as it will be used to evaluate the effectiveness of a particular tool or combination of tools.

To solve the tasks of improving the efficiency of the enterprise, it is possible to set a goal with the determination of different criteria for different periods in which it is expected to track simulated or real results.

*At the third stage*, the tools available in the management arsenal (taking into account the selected area) of industrial enterprises are checked on compliance with the set goals.

The tools selected in accordance with certain goals are recorded for the next stage of the mechanism for creating effective management tools.

An important *fourth stage* is modeling the use of each of the tools individually and their combinations [4].

Model "as-is" present impression of the real state the organization is currently in (analysis of levels of management, organizational structure, internal communication in the organization, the technology used and the level of automation of business processes, etc.). This model reveals all internal processes from within and allows the manager to evaluate the work of the organization from the point of view of system



analysis and using information systems identify obvious flaws and form methodological recommendations for changing the current situation towards its improvement.

To form an "as is" model, it is necessary to consider the management of an industrial enterprise in the previously specified areas (finance, personnel, market, production, supply, R&D) in the context of the following activities such as investment, innovation, production, marketing, and financial activities.

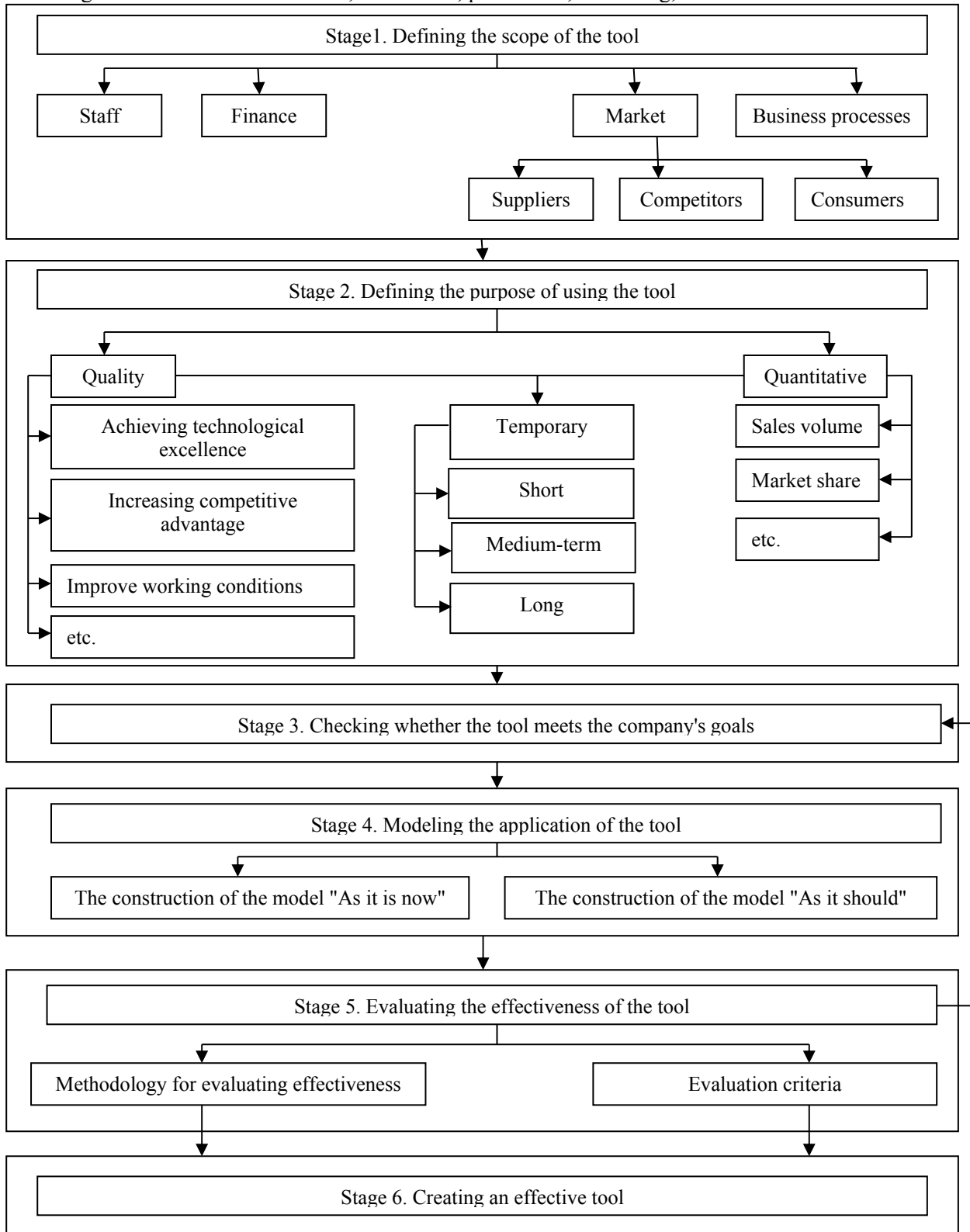


Figure 3 - Mechanism for effective management of an industrial enterprise (compiled by the author)

In the case of modeling the use of management tools, it is recommended to use structural and logical modeling. Correct construction of the model makes it possible for management to obtain the necessary information for further actions. The modeling process is an iterative process of abstracting, building a model, analyzing it, and interpreting it, supplemented by evolving management capabilities, designed to facilitate the decision-making process. The problem statement should include identification of possible solutions and a method for measuring their effectiveness [5].

Figure 4 shows a structural and logical model of the management system of an industrial enterprise.

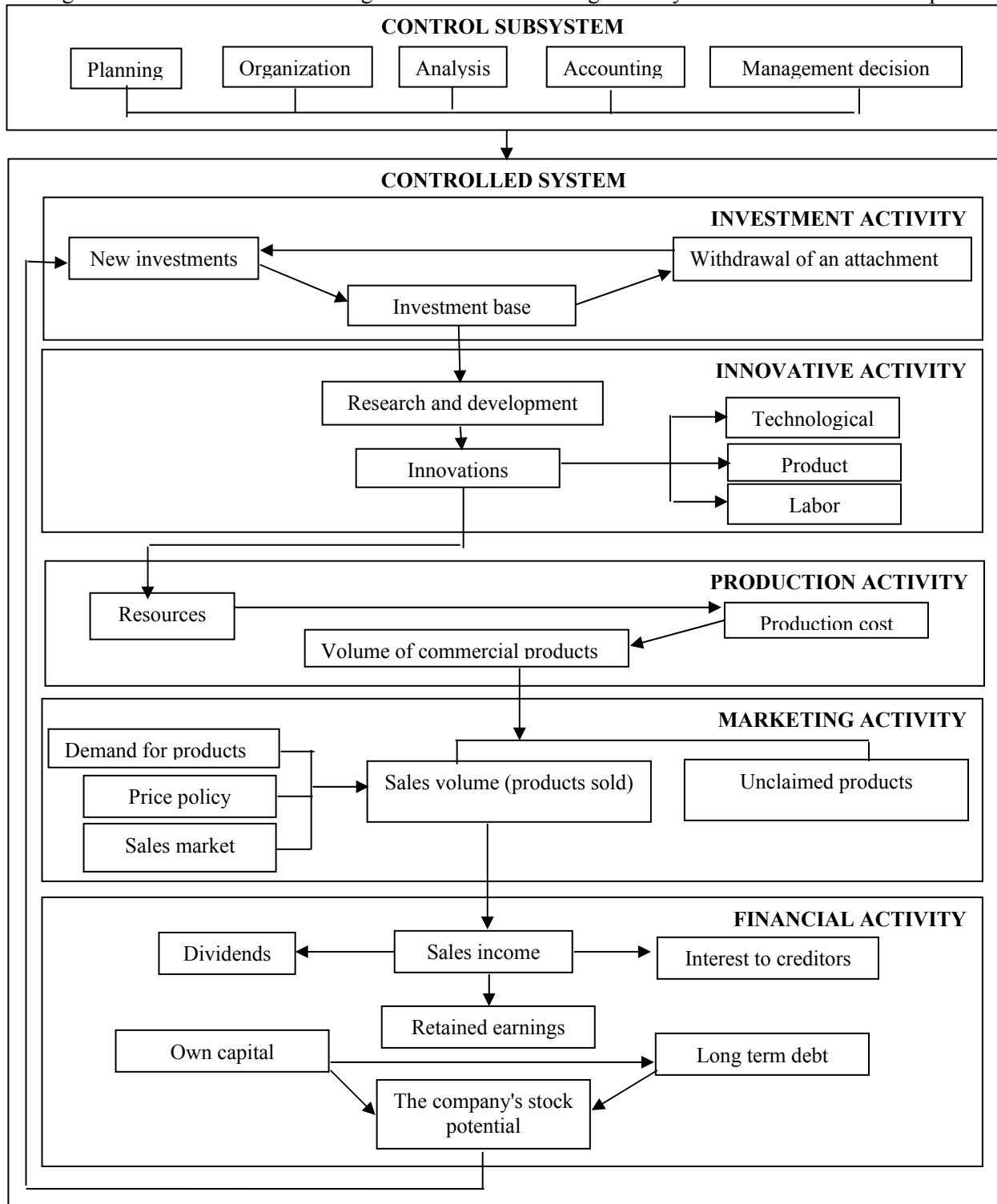


Figure 4 - Structural and logical model of the management system of an industrial enterprise (compiled by the author)

In order to assess the effectiveness of investment activities of industrial enterprises, it is necessary to analyze the following indicators: 1) based on accounting: the payback period of investments, "return on capital", accumulated cash flow; 2) based on discounting: net present value, internal rate of return, discounted payback period of investments, the return index [6].

In order to assess the effectiveness of innovation activities of an industrial enterprise, it is necessary to analyze such indicators as: the amount of enterprise expenses for R&D; the acquisition of objects of intellectual property and financing of inter-firm research projects; the composition and number of employees, temporary groups, divisions and inter-firm associations engaged in R&D; the volume of new technologies acquired by the enterprise within the framework of technological transfer systems; the scale and quality level of the material base of the enterprise's research activities, etc.; indicators of duration of individual stages of innovation development; the dynamics of updating of the product portfolio of the company; the amount of new technology transferred by the company under the systems of technology transfer; the volume of new products exported by the enterprise; number of new technologies and types of products implemented over the period, etc.

The effectiveness of marketing activities of enterprises is characterized by the following indicators: market indicators (market growth rate; market share; market demand potential, etc.); competitiveness indicators (relative product quality; relative price; brand awareness, etc.); customer indicators (customer satisfaction; customer retention; customer loyalty, etc.)

The enterprise management tools selected at the fifth stage are recommended for further real application in the company's work, and the transition to the sixth stage takes place.

Thus, the proposed mechanism for effective management based on the formation of management tools for an industrial enterprise involves identifying the most effective management tools for this enterprise, which will ensure the adaptation of the enterprise's activities to changes in the competitive environment and will allow the enterprise to take a convenient position in order to effectively influence competitors and, thereby, defend its own interests.

**А.Е. Сарсенова<sup>1</sup>, А.Қ. Алпысбаева<sup>2</sup>, С.Б. Қадырбай<sup>3</sup>**

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## **ӨНДІРІСТІК КӘСІПОРЫНДАРДЫ ТИІМДІ БАСҚАРУ МЕХАНИЗМІ**

**Аннотация.** Өнеркәсіп кәсіпорындарын тұрақты дамытудың маңызды шарты – басқару тиімділігінің мәселелеріне назар аудару, бұл басқару әдістерін өзгертуді болжайды және өнеркәсіп кәсіпорындарын дамытуды басқару құралдарын қайта қарау мен жаңарту, нарықтық жағдайға барабар және сала кәсіпорындарға тап болатын сын-қатерлердің сан алуандығын ескеруге мүмкіндік береді. Бұл әдістер мен құралдарды өнеркәсіптік кәсіпкерлік жүйенің элементтері ретінде қарастыруға болады, олар шын мәнінде сала кәсіпорындарын дамытудың қозғаушы күші болып саналады.

Өнеркәсіптік кәсіпорындардың жұмыс тәжірибесіне басқарудың тиімді құралдарын енгізу негізінде экономикалық өсудің сапалы құрамдас бөлігінің үлесін ұлғайту өзекті міндет болып отыр, өйткені қазіргі заманғы басқару құралдарын қолдану қазіргі уақытта кез келген кәсіпорынды дамытудың маңызды факторы болып саналады.

Қалыптасқан экономикалық жағдайларда инновациялық дамудың әдістемелік құралдарын құру бойынша тәсілдерді әзірлеу үшін ел экономикасын құрылымдық қайта құруды жүзеге асыруды жылдамдатытын тиімді экономикалық және әкімшілік тетіктерді айқындау, өнеркәсіптің ғылымды қажетсінетін салаларындағы өндірістердің бәсекеге қабілеттілігі мен экономикалық тиімділігі деңгейін арттыру, ҚР экономикасының барлық секторларында шетелдерде сатып алынатын электрондық-құрамдас база мен өндірістің жекелеген құралдарын импортты алмастыруды жүзеге асыру қажет.

Зерттеудің өзектілігі бизнес-қызметке қатысушылардың мүдделерінің тепе-теңдігін қамтамасыз етуге мүмкіндік беретін және бизнес құнының тұрақты жоғарылауына ықпал ететін ұйымдық қайта құрулардың мүмкіндіктерін үздіксіз пайдалануға бағытталған өнеркәсіптік кәсіпорындардың дамуын басқарудың тиімді

құралдарын қалыптастыруға көзқарастарды өзгертудің теориялық-тұжырымдамалық негіздемесінің қажеттілігімен анықталады.

Мақалада "кәсіпорынды басқару жүйесінің тиімділігі" санатын анықтайтын мәндік қасиеттер мен әдіснамалық принциптердің жүйелік зерттеу негізінде қалыптасқан тиімділікті басқарудың кешенді механизмін құруға концептуалды көзқарастар қарастырылған. Тиімділіктің өсуінің барлық өзара байланысты бағыттары бойынша теңгерімді басқару негізінде экономикалық нәтижені барынша арттыру міндетін қою орындалды. Өнеркәсіптік кәсіпорындарды басқарудың тиімді құралдарын анықтаумен байланысты ерекшеліктер қарастырылды. Құралдардың, басқарудың жалпы ерекшеліктерінің қасиеттері анықталды, кәсіпорынды басқару құралдарының негізгі сипаттамалары қалыптастырылды, кәсіпорынды тиімді басқару механизмі берілген.

**Түйін сөздер:** басқарудың тиімділігі, экономикалық нәтиже, басқару жүйесі, өнеркәсіптік кәсіпорынды басқару механизмі, басқарудың тиімді құралдары, теңгерімді басқару, басқару құралдары, құрылымдық-логикалық модель.

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### **МЕХАНИЗМ ЭФФЕКТИВНОГО УПРАВЛЕНИЯ ПРОМЫШЛЕННЫМИ ПРЕДПРИЯТИЯМИ**

**Аннотация.** Важным условием устойчивого развития промышленных предприятий является внимание к вопросам эффективности управления, что предполагает изменение методов управления и обуславливает потребность пересмотра и обновления инструментов управления развитием промышленных предприятий, адекватных рыночной ситуации и позволяющих учитывать многообразие вызовов, с которыми сталкиваются предприятия отрасли. Данные методы и инструменты можно рассматривать в качестве элементов промышленной предпринимательской системы, которые по сути своей являются двигателями развития предприятий отрасли.

Увеличение вклада качественной составляющей экономического роста на основе внедрения в практику работы промышленных предприятий эффективных инструментов управления становится актуальной задачей, поскольку применение современных управленческих инструментов является в настоящее время важным фактором развития любого предприятия.

В сложившихся экономических условиях для разработки подходов по созданию методического инструментария инновационного развития необходимо выявить эффективные экономические и административные механизмы, которые могли бы ускорить осуществление структурной перестройки экономики страны, повышению уровня конкурентоспособности и экономической эффективности производств в наукоемких отраслях промышленности, осуществлению импортозамещения электронно-компонентной базы и отдельных средств производства, закупаемых за рубежом во всех секторах экономики РК.

Актуальность исследования определяется необходимостью теоретико-концептуального обоснования изменения взглядов на формирование эффективных инструментов управления развитием промышленных предприятий, ориентированных на непрерывное использование возможностей организационных преобразований, позволяющих обеспечить сбалансированность интересов участников бизнес-деятельности и способствующих устойчивой максимизации стоимости бизнеса.

В статье рассмотрен концептуальный подход к построению комплексного механизма управления эффективностью, сформулированный на основе системного исследования сущностные свойства и методологических принципов, определяющих категорию «эффективность системы управления предприятия». Выполнена постановка задачи максимизации экономического результата на основе сбалансированного управления по всем взаимосвязанным направлениям роста эффективности. Рассмотрены особенности, которые связаны с выявлением эффективных инструментов управления промышленными предприятиями. Выделены свойства общих особенностей инструментов, управления, сформированы основные характеристики инструментов управления предприятием, представлен механизм эффективного управления предприятием.

**Ключевые слова:** эффективность управления, экономический результат, система управления, механизм управления промышленным предприятием, эффективные инструменты управления, сбалансированное управление, инструменты управления, структурно-логическая модель.

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