

**MANAGEMENT OF INDUSTRIAL ENTERPRISES BASED ON THE IMPLEMENTATION OF MODERN MANAGEMENT CONCEPTS****Qoriyev Saidvali**

**Annotation:** Today, the dramatic changes occurring in the world economy, the intensification of competitive environments, and the rapid development of technologies are demanding high adaptability, quick decision-making, economic efficiency, and continuous innovation from industrial enterprises. Enterprises that fail to meet market demands or adapt their management systems to contemporary requirements gradually lose their competitiveness. Therefore, the implementation of modern management concepts in industrial enterprises is not merely an innovation, but a strategic necessity for the sustainable development of the enterprise.

**Key words:** Competitiveness, management concepts, strategic necessity;

"Management can be evaluated as the art of achieving set goals by utilizing the labor, behavioral motives, and intellect of employees. Management objectives are linked to the need to increase the efficiency of the enterprise's activities, which is ensured through making effective management decisions. The quality of management is determined by numerous factors, including organizational structure, the level of conflict, and management style"<sup>1</sup>.

Modern management concepts refer to new approaches, systems, and methods used in enterprise management. Among them, Lean, TQM, Agile, innovation management, strategic management, project management, and digital management occupy a special place. The implementation of these concepts in industrial enterprises allows for the optimization of management processes, reduction of unnecessary costs, improvement of product quality, and increase in employee productivity.

A concept is considered the main theoretical approach or central idea. The main principles of modern management concepts are as follows: abandoning the management rationalism characteristic of classical schools of management; accepting that the success of the enterprise depends on internal and external factors, their adaptability and adequacy; recognizing the social responsibility of management towards society, including its responsibility to its employees; utilizing the theory of a systematic approach to management and a situational approach to current circumstances. "In modern management theory, there are four main concepts: functional, systemic, statistical, and business concepts"<sup>2</sup>.

The functional concept views management as a process consisting of sequentially performed interconnected functions (actions). This concept is considered fundamental and most comprehensively takes into account the specific features of managerial work.

Management functions can be viewed as a classic sequence of managerial actions: planning, organizing, motivating, and controlling. All of these are aimed at achieving the company's goals. At the same time, it is necessary to consider that these functions are cyclical, i.e., they have a continuously repeating spiral-like nature. Management functions are activated at the moment when the subject and object of management interact and terminate when this connection ceases to exist.

The systemic concept considers management as a set of interconnected and interdependent elements. An effect in one part of the system will inevitably cause a reaction in all other elements. Systems are divided into open and closed types. An open system actively interacts with the external environment. On one hand, it depends on the external environment, and on the other hand, the open system itself influences the external environment to a certain degree. A

<sup>1</sup> Шилков В.И. Ш 58 МЕНЕДЖМЕНТ: учебное пособие / В.И. Шилков. Екатеринбург: УГТУ-УПИ, 2008. 4 с.

<sup>2</sup> Володько, В.Ф. Основы менеджмента. 3-е изд. / В.Ф. Володько. – Мн., 2010. 26 с.

closed system has clearly defined and strict boundaries and is relatively independent from external environmental influences. It has no or very little impact on the external environment<sup>3</sup>.

The statistical concept in management involves implementing management through special methods based on accounting and analyzing large amounts of data (parameters, indicators). Quantitative indicators of production also fall under statistics. In modern conditions, specialized computer programs are used to apply the statistical concept in management. These programs allow managers to perform various management actions based on the dynamics of specific parameters. Such actions include: forecasting, coordination, motivation, and controlling. These programs essentially serve as advisory tools for managers and help implement management correctly.

The business concept in management, on the other hand, views management as a situation that requires specific actions in accordance with existing conditions. Because the main focus here is on actions or practices that correspond to the situation, this approach is also called a "business approach," or practical approach. Proponents of this concept believe that the main task of a manager is to make the right decisions and act correctly in a specific situation.

The business concept encompasses a set of specific conditions (variables) that currently have a significant impact on the enterprise. It is based on the understanding that the same managerial actions can yield different results under varying circumstances. Therefore, managers must make decisions based on the specific situation in which they operate.

According to B. B. Kovalenko, "Organizational management essentially consists of the process of preparing, making, and implementing management decisions"<sup>4</sup>.

"The content, forms, and methods of management depend on the hierarchical level of its implementation in the organization. Typically, three hierarchical levels of management are distinguished in an enterprise: upper, middle, and lower levels"<sup>5</sup>.

One of the most widely applied approaches in industrial enterprises is the concept of lean management - Lean management. The main goal of this system is to prevent any waste in production processes, namely to avoid unnecessary actions, waiting times, excessive inventory, inefficient processes, excessive processing, and defects. For example, long-distance transportation of materials within the enterprise, inadequate conditions at workers' workstations, imprecise equipment placement, or unplanned technical malfunctions reduce production efficiency. The Lean approach simplifies the production process by minimizing all of these factors.

Additionally, the TQM - Total Quality Management system plays a crucial role in industrial enterprises. In this system, quality is not merely controlled; rather, every employee is held responsible for quality. The core principle of TQM is "not controlling quality, but creating quality." This approach positively impacts product quality, enhances consumer confidence, and strengthens the company's adaptability to market conditions.

In today's management of industrial enterprises, the Agile management system has gained particular significance. This approach makes the management system more effective through rapid adaptation to changing market demands, small-cycle production, and support for independent decision-making by the team. Swift decision-making and prompt responses to problems provide the enterprise with a competitive edge.

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<sup>3</sup> Котлер, Ф. Маркетинг, менеджмент; пер. с англ. – СПб., 2005. 33 с.

<sup>4</sup> Коваленко Б. Б. Основы менеджмента: учебник. — СПб.: Издательство Университета при МПА ЕвразЭС, 2022. — 12 с.

<sup>5</sup> Е.А. Иванова, Т.А. Флягина Основы менеджмента: Учебное пособие для студентов бакалавриата по направлениям 38.03.01 «Экономика» и 38.03.02 «Менеджмент». - М: РУТ (МИИТ), 2020. – 6 с.

Innovative management is one of the key factors determining the future development of industrial enterprises. The implementation of new technologies, production automation, and the use of robotics and digital control systems significantly enhance the efficiency of the enterprise.

In the process of managing industrial enterprises in accordance with modern requirements, strategic management also occupies a central place. Defining the long-term goals of the enterprise, analyzing the market environment, developing competitive advantages, and formulating strategies to compete with rivals are important factors in the success of enterprises today. Strategic management helps the enterprise not only to solve current problems but also to anticipate potential future risks and take advantage of new investment opportunities.

Furthermore, the implementation of project management in industrial enterprises allows for the effective solution of many complex tasks. Clear start and end dates, defined resources, assigned responsibilities, and specified results for projects streamline management and increase discipline.

The introduction of modern management concepts also has a positive impact on the internal environment of the enterprise. As a result of involving employees in processes, valuing their suggestions, improving the work environment, and establishing systems for professional development, the efficiency of human resource utilization increases. Employees feel valued as an important part of the processes, which in turn increases labor productivity.

In general, the implementation of modern management concepts in industrial enterprises has a positive impact on all areas of enterprise activity. Production processes are optimized, product quality improves, products that meet consumer needs are manufactured, costs are reduced, and the competitiveness of the enterprise increases. Most importantly, the enterprise gains a flexible and stable system capable of innovative development.

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