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IMPROVING THE MANAGEMENT OF ORGANIZATIONAL AND ECONOMIC MECHANISMS OF CHEMICAL INDUSTRY ENTERPRISES

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СОВЕРШЕНСТВОВАНИЕ УПРАВЛЕНИЯ ОРГАНИЗАЦИОННО-ЭКОНОМИЧЕСКИМИ МЕХАНИЗМАМИ ПРЕДПРИЯТИЙ ХИМИЧЕСКОЙ ПРОМЫШЛЕННОСТИ

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Abstract. The effective development of the national economy of the Republic of Uzbekistan in a competitive market economy and the increasing trends of globalization affecting the chemical industry is carried out on the basis of an investment policy that takes into account modern realities and is aimed at intensifying production and reducing the impact of negative factors hindering the progressive socio-economic development of the state. The reforms carried out in the country to establish a market economy have predetermined the long-term importance of the chemical industry as generating a multiplicative effect in the social and economic spheres. Improving the organizational and economic mechanism of a chemical industry enterprise involves interaction in the operational and strategic management of restructuring projects of industry enterprises. In the article, the author attempts to consider some issues of improving the management of organizational and economic mechanisms at enterprises of the chemical industry of the economy of Uzbekistan.

Аннотация. Эффективное развитие национальной экономики Республики Узбекистан в условиях конкурентоспособной рыночной экономики и нарастание тенденций глобализации, отражающееся на химической промышленности, осуществляется на основе инвестиционной политики, учитывающей современные реалии и направленной на интенсификацию производства и снижение влияния негативных факторов, сдерживающих поступательное социально-экономическое развитие государства. Проведенные в стране реформы по становлению рыночной экономики предопределили на долгосрочную перспективу значение химической промышленности, как генерирующей мультипликативный эффект в социальной и экономической сферах. Совершенствование организационно-экономического механизма предприятия химической промышленности предполагает взаимодействие в оперативном и стратегическом управлении проектами реструктуризации предприятий отрасли. В статье автором сделана попытка рассмотреть некоторые вопросы совершенствования управления организационно-экономическими механизмами на предприятиях химической отрасли экономики Узбекистана.

Keywords: management, organizational and economic mechanism, chemical industry, economy of Uzbekistan.

Ключевые слова: управление, организационно-экономический механизм, химическая промышленность, экономика Узбекистана.

Introduction

The development of the economy of Uzbekistan in modern conditions is based on the development of the economic systems of the regions. Two main vectors determine the nature of the modern socio-economic development of the country:

- The first one is formed at the national level;
- The second one is on the territorial level.

At the same time, the role of the latter in the course of ongoing transformations in the country and the accompanying acquisition of broad rights and powers by the regions are becoming more and more significant. The decentralization of political power and the denationalization of the economy taking place in the process of reforms objectively lead to the transfer of the center of gravity in decision-making on key economic and social problems of territories directly to the regions. The development of industry in the post-crisis period is associated, on the one hand, with the choice of a development strategy based on the activation of innovative activities of industrial enterprises, and on the other hand, with the formation of motivational mechanisms for the implementation of this strategy [1, 2]. One of the most important goals of the modernization of the economy of Uzbekistan is to ensure the sustainability of the functioning of industrial enterprises and to identify factors to mitigate the impact of the global financial and economic crisis on their activities. The problems of increasing the competitiveness of industrial enterprises and their susceptibility to innovations are of no small importance in market conditions.

The chemical and petrochemical industries in the world economy are among the most dynamically developing industries [3]. In the industrially developed countries of the world, the growth rate of production of basic chemical and petrochemical products is 1.5–2 times higher than the GDP growth rate. Modern integration management processes in the context of globalization make it possible to organize and optimize the business of transnational chemical and petrochemical corporations, as well as integrated logistics chains, or supply chains of chemical and petrochemical products [4]. It is expected that the global chemical and petrochemical industry will become even more consolidated in the future: intense competition forces small and medium-sized companies to merge.

Chemical and petrochemical companies are also increasing their activity in the field of integration business processes, seeking to increase productivity, profit and competitiveness through mega associations. The chemical industry is one of the basic branches of the economy of Uzbekistan and makes a significant contribution to the development of all spheres of the economy of the republic.

Over the past 3 years, industrial production has increased 1.5 times, and exports — 2 times. The industry, which was previously characterized by chronic unprofitability, ended 2021 with a net profit of 1.6 trillion soums. In the six months of 2022, Uzkhim enterprises produced products worth almost 7 trillion soums, production volumes increased by 11%. Exports of goods reached \$218 million [5].

By the end of 2022, it is planned to increase production to 14 trillion soums, exports to 425 million dollars. For this purpose, 650 thousand tons of nitrogen, 70 thousand tons of phosphorus and 120 thousand tons of potash fertilizers, 80 thousand tons of polyvinyl chloride are planned to be produced in the second half of the year.

In this regard, the task of developing methodological foundations for strategic planning for the growth of the chemical industry, identifying modern directions of chemical development both in the domestic and global markets, in our opinion, is an urgent scientific task, the solution of which is of the most important organizational and managerial importance for the successful implementation of the program of transition of Uzbekistan to sustainable development.

The degree of knowledge of the problem

Theoretical and methodological aspects of the strategy of development of chemical industrial enterprises are reflected in the works of such foreign scientists. These scientists have developed and researched many concepts and categories of increasing the competitiveness of industrial enterprises, as well as studied the mechanism of their functioning, its constituent elements and their interactions, the features of the current stage of modernization of production. At the same time, there are not enough special studies devoted to the study of motivational mechanisms for activating the innovative activity of industrial enterprises in the conditions of economic modernization. Taking into account the urgency of the problem and the need for its further more in-depth research, the topic and purpose of this study are determined.

The object of the study is chemical industry enterprises, taking into account the development of the national economic system of Uzbekistan as a whole and its further integration into the world economy.

The subject of the research is organizational and economic management mechanisms, problems and tools of strategic planning and development of the economy and foreign economic relations of chemical complex enterprises.

The purpose of the study is to reveal new approaches to the definition of organizational and economic management tools, as well as a model description of vertically integrated chemical enterprises, taking into account the differences in their structural units in the use of resources in space and time.

An approach to the interpretation of the category "organizational and economic management tools". We will analyze the existing approaches to understanding the organizational and economic management tool and based on this, we will propose an author's, more generalized definition (Table 1).

Table 1

APPROACHES TO UNDERSTANDING THE CATEGORY
 "ORGANIZATIONAL AND ECONOMIC MANAGEMENT TOOL"

<i>Approach</i>	<i>Understanding the organizational and economic management tool</i>
A. Kulman 's approach	A means of creating links between individual economic processes and phenomena for their integration into a single system
The approach of L. Hurwitz, R. Mayerson, E. Maskin	A means of bringing the elements of a managed system to a state in which they fully comply with a set of rules established by the managing entity
Approach N.L. Udaltsova, V.G.Lapaeva, A.D. Kuharuk	A means of bringing the system to a state in which it is able to adapt itself to changes in the environment and maintain efficiency without strict external control
The author's approach	A means of creating conditions for the functioning of a managed system, in which its interaction with the managing entity carries the maximum possible benefits for both parties with available resources: from the standpoint of organizational (legal distribution of rights and obligations between the entity and the system) and economic (distribution of real and potential gains and losses) mechanisms.

Note: The table is developed based on sources 6-13

The existing approaches to understanding organizational and economic management tools are characterized by a narrow focus. Approach A. Kulman sees their purpose in creating links between the elements of the managed system, while denying any active influence of the manager on it. The approach of L. Hurwitz, R. Myerson, and E. Maskin suggests that the manager is limited to setting the rules of work for the elements of the system and incentives to comply with them. But this

approach is applicable only if the behavior of all elements of the system is absolutely rational. The third approach involves bringing the system to a state in which it adapts to changes in the environment without strict external control, which is also applicable only in a limited range of systems with a high level of maturity. A critical analysis of existing approaches is the basis for the development of a new author's concept.

Conclusion: The integration of the three existing approaches to determining the directions of application of organizational and economic management tools suggests the possibility of their use in all three directions, depending on the structure of managed systems and their level of maturity. This expands the coverage of aspects included in the managed systems models.

An approach to the model description of vertically integrated chemical enterprises, taking into account the differences in their structural units in the use of resources in space and time.

In the course of the research, we have summarized three main approaches to the application of organizational and economic management tools, which differ in the degree of intervention of the managing entity in the system.

The choice of a specific set of tools should be based on a systematic approach. In economics and management, this approach is currently based on the idea that all economic systems are divided into environmental, process, object and project, depending on spatial and temporal limitations. In the study, these concepts are adapted to the field of activity of vertically integrated chemical enterprises, and a classification of their structural units is proposed: with established production, new developing production, and logistics and sales units. The correspondence between the selected groups of structural units and the types of economic systems has been established [14, 15].

The formulated representations are integrated as part of a tabular model — an additional management tool intended for use at the analysis and planning stage in order to streamline the choice of practical organizational and economic management tools for individual structural units and a vertically integrated chemical enterprise as a whole (Table 2).

Table 2

MODEL OF CORRESPONDENCE OF TYPES OF STRUCTURAL UNITS VERTICALLY-
 INTEGRATED CHEMICAL ENTERPRISES

<i>Type of structural units</i>	<i>The type of economic system to which the units belong</i>	<i>A factor that has a decisive influence on the operation of the system</i>	<i>A group of organizational and economic tools for managing structural units</i>
With established production	Object	Significance for the economy of the locality location	Tools for establishing general rules of operation for structural unit elements
With a new mastering production	Project	Having a strong external investor	Tools of active influence on the elements of a structural unit to obtain a result
Logistics and sales	Process	Competitive advantages in the market	Observation of phenomena in the system and establishing links between them
Vertically integrated chemical enterprise as a whole	Environment	All three factors combined	A combination of all three groups of instruments

Structural units of a vertically integrated chemical enterprise with established production have pronounced the signs of object-type systems, since they are localized in strictly defined areas of space, and their functioning has a long-term character. Here the manager should be active exclusively in terms of establishing uniform rules of activity for the system and using appropriate

organizational and economic tools [16, 17]. Units with new production being mastered are project-type systems, and they need an active manager's influence on all elements with the help of tools that contribute to achieving project efficiency. Logistics and sales units should be considered as time-limited systems and attributed to the process type. It requires organizational and economic management tools related to monitoring the current market situation, economic analysis of its indicators and the creation of links that maximize the adaptation of the sales and logistics system to the market [18].

Conclusion. Unlike the existing ones, the developed model takes into account the peculiarities of resource use by three types of structural units as part of a vertically integrated chemical enterprise: marketing, with established production, with projected production, which differs in the nature of resource use. Knowledge of these differences regulates the choice of practical tools for providing resources to subsystems of each type within enterprises.

Conclusion

The necessity of applying a systematic approach as a basis for the development and improvement of organizational and economic management tools for vertically integrated chemical enterprises is substantiated. First of all, it is supposed to improve the tools for assessing and analyzing the state of a vertically integrated chemical enterprise. As their basis, it is proposed to use model descriptions of a vertically integrated chemical enterprise, taking into account the differences in its structural units in terms of the use of resources in space and time.

A methodology is proposed for selecting practical organizational and economic management tools for vertically integrated chemical enterprises based on the analysis of its condition using the developed production functions. This technique reduces the degree of subjectivity when choosing organizational and economic management tools and increases its effectiveness.

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