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Conceptual foundations of management of manufacturing enterprises

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Аннотация. В статье анализируется эволюция научных взглядов на реализацию управления производственными предприятиями на разных этапах развития производственных отношений в мировой экономике.

Abstract. The article analyzes the evolution of scientific views on the implementation of management of manufacturing enterprises at different stages of development of production relations in the global economy.

Ключевые слова: управления, менеджмент, управление предприятием, производство, факторы производства, эффективность управления, экономический механизм управления предприятием.

Keywords: administration, management, enterprise management, production, factors of production, management efficiency, economic mechanism of enterprise management.

Introduction

In the context of New Uzbekistan, priority is being given to reforms aimed at improving the economic mechanism of management in production enterprises, expanding their internal investment capabilities, and enhancing the quantity and quality indicators of product manufacturing. In recent years, the regular implementation of measures aimed at "increasing the volume of industrial production in the country and effectively meeting the population's demand for consumer goods by expanding the types of industrial products being produced" has underscored the necessity to refine the economic management mechanisms of production enterprises.

Problem Statement

The organization of management in production enterprises, along with its operational characteristics and principles, has been studied by foreign scholars such as R.S. Bhakuni, K. Bruce, and A. Daniel. In the CIS countries, researchers like E.S. Gusar, S.A. Borodulina, and E.M. Korotkov have also conducted scientific investigations in this field.

In recent years, local economists R.S. Muratov, I.O. Ulashov, and R.R. Abduraupov have carried out scientific research aimed at improving enterprise management. The relevance of this issue, its insufficient exploration in economic literature, and the expected scientific results with practical significance have justified the selection of this topic as the object of research.

Research Methodology

In the research process, various methods were utilized, including systematic analysis, historicity and logical reasoning, induction and deduction, analysis and synthesis, comparative and selective research, monographic analysis, and grouping.

Analysis and Results

As the production relations in the global economy become increasingly complex and the relationships among the factors used in the production process evolve, the activities of such enterprises have developed, resulting in a growing number of these enterprises. Consequently, scientific research aimed at organizing management in production enterprises and enhancing the efficiency of management processes through the refinement of their economic mechanisms has gained priority in economic literature.

Today, due to the evolution of global production processes and the deepening of international labor division, ensuring the competitiveness of production enterprises and achieving their strategic goals for long-term development has become critical. This has led to a sharp increase in scientific research focused on improving the management practices of these enterprises, particularly regarding the economic mechanisms of enterprise management.

Initial Scientific Perspectives on the Management of Production Enterprises

The initial scientific perspectives on the management of production enterprises emerged in the first half of the 18th century as a result of the formation and development of capitalist production relations. The development of the "Factory Code" by English entrepreneur R. Arkwright led to the dissemination of foundational scientific ideas aimed at organizing the activities of production enterprises and refining their management practices.

This code included the following principles regarding the management of production enterprises and the treatment of hired workers:

- Workers at the production enterprise (hired employees) were required to adhere to a strictly defined work schedule.

¹ ¹ Ўзбекистон Республикаси Президентининг "Давлат ва хўжалик бошқаруви ҳамда маҳаллий ижроия ҳокимияти органлирининг ишлаб чиқаришни маҳаллийлаштириш ва саноат тармоқларида кооперация алоқаларини жадаллаштиришининг

янги тизимини жорий этиш бўйича масъулиятни янада ошириш тўғрисида"ги ПҚ-4426-сон қарори, 24.08.2019 й. <https://lex.uz/ru/docs/4486600>

- They were also expected to live according to the directives of the enterprise manager and take their meals during specified intervals.

Furthermore, the code was based on the following norms related to the management practices of production enterprises:

- Establishment of strict working hours for employees based on a barracks-like regimen.
- Setting daily production quotas for workers.
- Implementation of a system of penalties for workers who violated labor discipline during the production process.
- Maintenance of an individual penalty system for each worker to evaluate their labor performance.

Management Practices Based on the "Factory Code"

The management practices of production enterprises, as established by the "Factory Code," implemented supervision and control functions by utilizing a barracks-like regimen for workers. This approach aimed to enhance productivity through the "Carrot and Stick" method, motivating workers to increase production volumes.¹

Analysis indicates that the "Factory Code," developed by R. Arkwright, prioritized establishing strict labor discipline among workers to boost production output. This management practice was characteristic of the early stages of capitalist production relations.

By the late 19th and early 20th centuries, the ideas of American economist F.W. Taylor brought a significant shift in scientific perspectives on the management of production enterprises. According to Taylor, "to enhance the efficiency of production enterprise management, any principle of motivation should be utilized." He proposed that improving the professional competency of employees through vocational and technical education, based on an analysis of their qualifications, could lead to higher economic efficiency.

Furthermore, Taylor emphasized that the management of production enterprises should be grounded in scientific analysis of each process, marking a pivotal moment in the history of management science and laying the foundation for the "Scientific Management School."

In his scientific views, Taylor highlighted the following priorities in organizing the management of production enterprises:

- The organization of production processes should be based on the scientific principles of labor relations.
- Rationalization of labor relations in organizing production processes.

- Development of labor standards from the perspective of workers' participation in the production process.

- The management of production enterprises should be based on the division of labor.

Key Principles in Production Management

- The equitable distribution of responsibility among workers based on their assigned functional tasks during the production process.

Analysis shows that, unlike English economist R. Arkwright, F.W. Taylor significantly contributed to enhancing management efficiency not through strict punitive measures but by promoting the principle of motivating workers to increase production volume.

Furthermore, one of the representatives of the "Scientific Management School," G.L. Gantt, emphasized that the human factor plays a crucial role in improving the efficiency of production enterprise management. In addition to Taylor's ideas, the following priorities should be considered in managing the activities of production enterprises:

- Developing criteria for motivating workers who actively participate in the production process based on a bonus points system, which should be implemented in every production enterprise.

- Proposing the establishment of a production plan and implementing control over its execution in enterprise management.

- Creating the universally recognized "Gantt chart for the production process," allowing each enterprise to make necessary adjustments based on its internal characteristics.

In the first half of the 20th century, the ideas of A. Fayol, H. Ford, and J.E. Mayo played significant roles in the development of scientific perspectives on production enterprise management. Today, A. Fayol is regarded by economists as the founder of the "Classical Management" school. He proposed that "to achieve any goal, an enterprise must manage its production processes effectively." Fayol emphasized the following priorities in the management of production enterprises:

- Management principles and functions of the enterprise should be established based on its interests.

- The functions related to the management of production enterprises should be divided among managers at various levels to organize production, oversee it, and motivate active workers.

- Developing a process-oriented approach to the management of any production enterprise.

- Ensuring the presence of power and functional responsibility within the management process.

- Determining and compensating wages for enterprise employees based on the principle of fairness.

^{1 1} Организация производства на предприятиях отрасли: курс лекций / М.А. Постолова, Н.Л. Грязнова, Кемеровский технологический институт пищевой промышленности. – 2-е изд., перераб. и доп. – Кемерово, 2008. – 160 с.

¹ Уша манба

¹ Frederick Winslow Taylor. The Principles of Scientific Management, 1911. / Фредерик Уинслоу Тейлор. Принципы научного менеджмента. – М., 1991. // Электронная публикация: Центр гуманитарных технологий. – 03.06.2010. URL: <https://gtmarket.ru/library/basis/3631>

Contributions of Key Figures to Management Science

The founder of the American automotive industry, Henry Ford, is recognized for introducing the "assembly line" method in managing the activities of production enterprises. This method consists of the following key components:

- Organizing mass production of products within the enterprise.
- Automating production processes within the enterprise.
- Establishing an internal chain structure for production.

Additionally, J.E. Mayo demonstrated the importance of a psychological approach to management processes through the interactions between workers and managers. He proposed that "a good leader does not dominate their followers... people are the primary objects of the management process," which led to the development of the "Human Economy" concept in management.

Mayo emphasized that the following priorities should be considered in the management of production enterprises:

- Fostering effective communication and relationships between management and workers to enhance collaboration.
- Recognizing the importance of employee well-being and morale in achieving productivity.
- Implementing motivational strategies that consider the psychological needs of workers to improve performance.
- Valuing the input and feedback of employees to create a more inclusive management approach.

These insights have significantly influenced modern management practices, emphasizing the human element in organizational success.

Key Responsibilities and Management Practices

- The establishment of social responsibilities for production enterprise leaders, including managers at various levels, towards their subordinates and their fulfillment.
- Managers engaging in conversations with their subordinates and providing them with guidance.¹
- The improvement of labor relations being implemented at the management level within the enterprise.
- Fairly rewarding workers based on their contributions to achieving the enterprise's goals.
- Shaping common goals between the enterprise leaders, managers at different levels, and employees.

Conclusion

The scientific perspectives of the aforementioned scholars have contributed to the formation and development of not only production management but also the scientific and conceptual foundations for managing various enterprises. These scholars are regarded as having created the fundamental principles of the management concept in enterprise governance.

Analysis indicates that in the early stages of the development of production enterprises, the significant involvement of the human factor in the production process prioritized enhancing production volume through strict measures to ensure active worker participation. With the ongoing technical and technological advancement of production processes, there has been a clear shift toward increasing production volumes by motivating workers, providing them with fair wages, protecting their rights as individuals, and improving working conditions.

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⁸ Ўша манба