

# **muhandislik** **& iqtisodiyot**

ijtimoiy-iqtisodiy, innovatsion texnik,  
fan va ta'limga oid ilmiy-amaliy jurnal

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- 05.01.00 – Axborot texnologiyalari, boshqaruv va kompyuter grafikasi  
05.01.01 – Muhandislik geometriyasi va kompyuter grafikasi. Audio va video texnologiyalari  
05.01.02 – Tizimli tahlil, boshqaruv va axborotni qayta ishlash  
05.01.03 – Informatikaning nazariy asoslari  
05.01.04 – Hisoblash mashinalari, majmualari va kompyuter tarmoqlarining matematik va dasturiy ta'minoti  
05.01.05 – Axborotlarni himoyalash usullari va tizimlari. Axborot xavfsizligi  
05.01.06 – Hisoblash texnikasi va boshqaruv tizimlarining elementlari va qurilmalari  
05.01.07 – Matematik modellashtirish  
05.01.11 – Raqamli texnologiyalar va sun'iy intellekt  
05.02.00 – Mashinasozlik va mashinashunoslik  
05.02.08 – Yer usti majmualari va uchish apparatlari  
05.03.02 – Metrologiya va metrologiya ta'minoti  
05.04.01 – Telekommunikatsiya va kompyuter tizimlari, telekommunikatsiya tarmoqlari va qurilmalari. Axborotlarni taqsimlash  
05.05.03 – Yorug'lik texnikasi. Maxsus yoritish texnologiyasi  
05.05.05 – Issiqlik texnikasining nazariy asoslari  
05.05.06 – Qayta tiklanadigan energiya turlari asosidagi energiya qurilmalari  
05.06.01 – To'qimachilik va yengil sanoat ishlab chiqarishlari materialshunosligi  
05.08.03 – Temir yo'l transportini ishlatish  
05.08.06 – "G'ildirakli va gusenisali mashinalar va ularni ishlatish" (texnika fanlari)  
05.09.01 – Qurilish konstruksiyalari, bino va inshootlar  
05.09.04 – Suv ta'minoti. Kanalizatsiya. Suv havzalarini muhofazalovchi qurilish tizimlari  
10.00.06 – Qiyosiy adabiyotshunoslik, chog'ishtirma tilshunoslik va tarjimashunoslik  
10.00.04 – Yevropa, Amerika va Avstraliya xalqlari tili va adabiyoti  
08.00.01 – Iqtisodiyot nazariyasi  
08.00.02 – Makroiqtisodiyot  
08.00.03 – Sanoat iqtisodiyoti  
08.00.04 – Qishloq xo'jaligi iqtisodiyoti  
08.00.05 – Xizmat ko'rsatish tarmoqlari iqtisodiyoti  
08.00.06 – Ekonometrika va statistika  
08.00.07 – Moliya, pul muomalasi va kredit  
08.00.08 – Buxgalteriya hisobi, iqtisodiy tahlil va audit  
08.00.09 – Jahon iqtisodiyoti  
08.00.10 – Demografiya. Mehnat iqtisodiyoti  
08.00.11 – Marketing  
08.00.12 – Mintaqaviy iqtisodiyot  
08.00.13 – Menejment  
08.00.14 – Iqtisodiyotda axborot tizimlari va texnologiyalari  
08.00.15 – Tadbirkorlik va kichik biznes iqtisodiyoti  
08.00.16 – Raqamli iqtisodiyot va xalqaro raqamli integratsiya  
08.00.17 – Turizm va mehmonxona faoliyati

Ma'lumot uchun, OAK  
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# MANAGEMENT SYSTEM TRANSFORMATION AS A STRATEGIC DRIVER OF SUSTAINABLE PRODUCTION EFFICIENCY IN INDUSTRIAL ENTERPRISES

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**Abstract.** This article examines the theoretical and methodological foundations of industrial enterprise management systems and analyzes management mechanisms aimed at improving production efficiency. The study substantiates the importance of modern management methods in ensuring the rational use of resources, enhancing economic performance, and increasing the competitiveness of enterprises. The findings indicate that the implementation of strategic management approaches and the efficient utilization of resources contribute to achieving high economic results and sustainable development.

**Keywords:** industrial enterprise, management system, efficiency, production, economic indicators, innovation management, strategy, productivity.

**Annotatsiya.** Mazkur maqolada sanoat korxonalarini boshqarish tizimining nazariy va metodologik asoslari o'rganilib, ishlab chiqarish samaradorligini oshirishga qaratilgan boshqaruv mexanizmlari tahlil qilinadi. Tadqiqotda zamonaviy boshqaruv usullarining resurslardan oqilona foydalanish, iqtisodiy ko'rsatkichlarni yaxshilash hamda korxonalar raqobatbardoshligini oshirishdagi ahamiyati asoslab berilgan. Olingan natijalar strategik boshqaruvni joriy etish va resurslardan samarali foydalanish yuqori iqtisodiy natijalarga hamda barqaror rivojlanishga erishishga xizmat qilishini ko'rsatadi.

**Kalit so'zlar:** sanoat korxonasi, boshqaruv tizimi, samaradorlik, ishlab chiqarish, iqtisodiy ko'rsatkichlar, innovatsion boshqaruv, strategiya, mehnat unumdorligi.

**Аннотация.** В данной статье рассматриваются теоретические и методологические основы системы управления промышленными предприятиями, а также анализируются механизмы управления, направленные на повышение эффективности производства. Обоснована значимость современных методов управления в обеспечении рационального использования ресурсов, улучшении экономических показателей и повышении конкурентоспособности предприятий. Результаты исследования показывают, что внедрение стратегического управления и эффективное использование ресурсов способствует достижению высоких экономических результатов и устойчивого развития.

**Ключевые слова:** промышленное предприятие, система управления, эффективность, производство, экономические показатели, инновационное управление, стратегия, производительность труда.

## INTRODUCTION

Industrial enterprises are widely regarded as the backbone of the national economy, and their sustainable development largely depends on production efficiency and the level of organization of management systems. Under market economy conditions, improving the management of industrial enterprises is considered a key factor in ensuring stable economic growth. Effective management practices significantly contribute to enhancing overall economic performance and strengthening competitiveness [1–4]. Furthermore, continuous improvement of management systems in a market environment plays an important role in increasing the competitiveness and long-term sustainability of industrial enterprises [5–6].

## LITERATURE REVIEW

The article addresses current issues related to the transformation and development of industrial enterprise management systems within the digital environment. Structural and institutional changes in the economy, driven by digital technologies and innovation, necessitate the implementation of effective systems for managing strategic changes in production organizations. Such systems ensure the balanced functioning of processes associated with the development and implementation of enterprise reform strategies while enabling the dynamic restructuring of operational models in accordance with evolving market requirements. In this context, management systems are conceptualized as cyber-social frameworks that integrate a comprehensive set of industrial management tools based on both functional (structural, administrative, executive, and methodological) and digital communication mechanisms.

The study proposes a platform-based approach to the formation of a strategic management system for industrial enterprise transformation, combining the advantages of systemic, structural-functional, institutional, digital, process-oriented, and hierarchical methodologies [7–9; 11]. Within this framework, the structural design of the system is developed and its content is substantiated through the integration of interconnected platforms, including digital, functional, process, personnel, organizational-structural, institutional, and infrastructure components. These platforms operate within a unified, barrier-free digital environment, which enhances the quality and speed of managerial decision-making while ensuring flexibility and adaptability of the overall system. A significant competitive advantage of this approach lies in its modular structure, allowing for the rapid modification, addition, or replacement of system elements, thereby optimizing the configuration and sequencing of functions and processes involved in institutional transformation.

Furthermore, the study introduces a conceptual algorithm for system integration in industrial enterprises, consisting of three interrelated stages: analysis of organizational readiness for system implementation, development of an implementation plan considering existing constraints and opportunities, and deployment of the system with continuous monitoring of its effectiveness. This approach enables a qualitatively advanced level of managing business model transformations in the context of the digital economy [6,9].

In addition, the improvement of management systems and the enhancement of production efficiency in industrial enterprises have been widely explored by both national and international scholars. For instance, Q.H. Abdurahmonov emphasizes the importance of rational resource utilization and efficiency growth within industrial economics, while B.H. Qodirov highlights the role of effective management mechanisms in ensuring stable enterprise performance. Moreover, Peter Drucker identifies management as a key determinant of organizational effectiveness and long-term success. According to Michael Porter, competitive advantage is closely associated with effective management and strategic positioning. Similarly, Nigel Slack and Alistair Brandon-Jones emphasize the role of operations management in optimizing production processes and improving productivity. Collectively, these studies demonstrate that the transformation of management systems, supported by modern approaches and digital technologies, serves as a critical factor in enhancing the economic efficiency and competitiveness of industrial enterprises.

## RESEARCH METHODOLOGY

This study employs a mixed-methods approach to analyze the transformation of management systems in industrial enterprises. Qualitative methods, including a comprehensive literature review and conceptual analysis, are utilized to identify the theoretical foundations and contemporary management approaches. In parallel, quantitative analysis is conducted to evaluate key economic indicators, such as productivity, costs, and profitability. Furthermore, comparative and systems analysis methods are applied to assess the effectiveness of management practices.

In addition, a structured three-stage implementation framework—comprising readiness assessment, strategic planning, and performance monitoring—is adopted to examine the practical applicability of the proposed approach. This integrated methodology enables a comprehensive and systematic evaluation of management system efficiency and its impact on production performance, thereby ensuring the reliability and practical relevance of the research findings.

## ANALYSIS AND RESULTS

**Theoretical Foundations of Industrial Enterprise Management.** Industrial enterprise management can be defined as an integrated system aimed at achieving high economic performance through the effective planning, organization, coordination, and control of production processes. This system ensures the efficient allocation of resources, the alignment of operational activities with strategic objectives, and the continuous improvement of production outcomes (Figure 1).

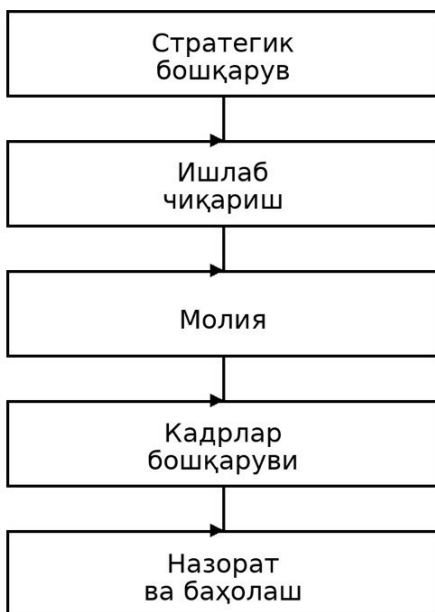


Figure 1. Schematic of the industrial enterprise management system (strategic management → production → finance → personnel → control).

The indicators used to assess production efficiency in industrial enterprises include a system of key economic measures that enable a comprehensive evaluation of performance. These indicators are applied to determine the level of efficiency achieved in production activities, with particular emphasis on the relationship between output and total production costs. In this context, the efficiency coefficient serves as a fundamental metric for quantitatively assessing the effectiveness of resource utilization and overall production performance.

$$E = \frac{Q}{C}$$

where:

E – productivity;

Q – value of the output (sums);

C – total production costs (sums).

Labour productivity formula

$$MU = \frac{Q}{L}$$

where:

MU – labour productivity;

L – number of workers or working hours

Analysis of economic indicators in industrial enterprise management (Table 1).

Table 1. Main Economic Indicators of an Industrial Enterprise’s Performance

No.	Name of indicator	Unit of measurement	Value
1	Product volume	million soms	12,500
2	Production costs	million som	9,200
3	Profit	million som	3,300
4	Labour productivity	million som/worker	85
5	Profitability level	%	35.9

Profitability formula

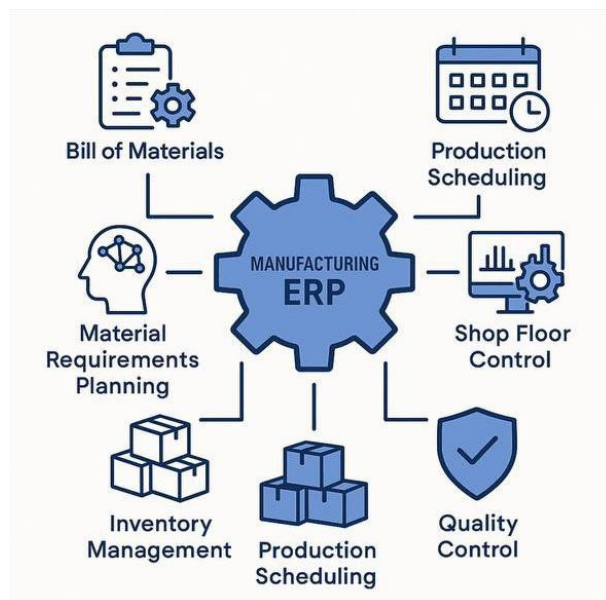
$$R = \frac{F}{C} \times 100\%$$

where:

R – rate of profitability;

F – profit;  
C – production costs.

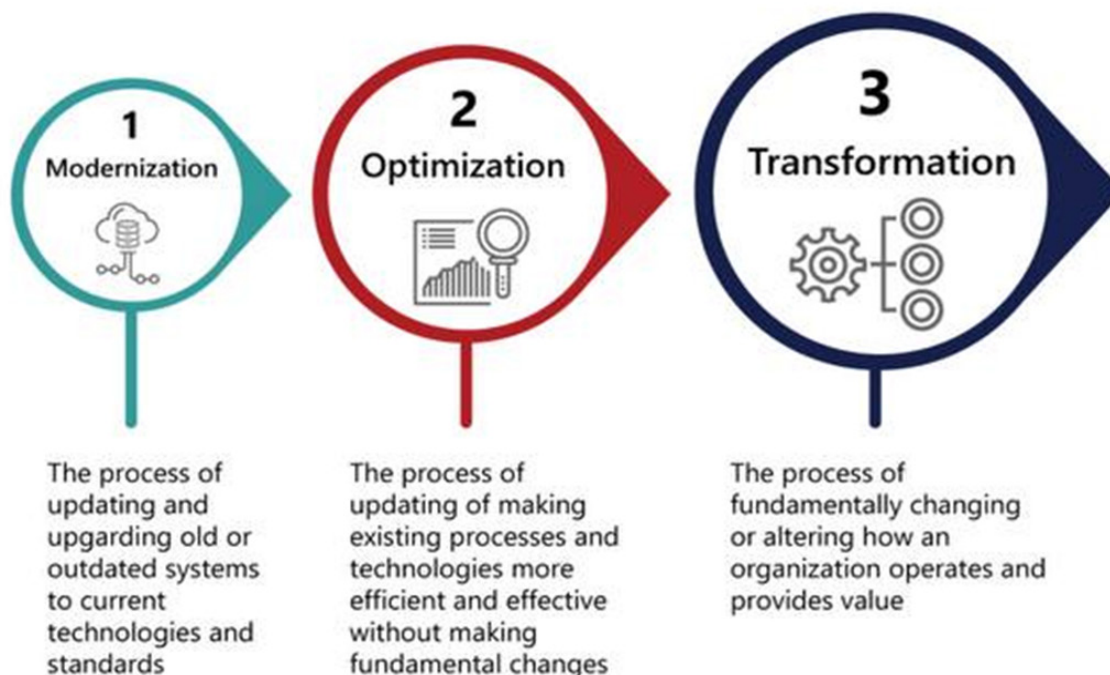
The implementation of modern management methods in industrial enterprises plays a crucial role in ensuring effective and sustainable management practices. In this context, a range of contemporary approaches is applied to enhance operational efficiency, optimize resource utilization, and improve overall organizational performance. These methods contribute to strengthening strategic decision-making processes, increasing productivity, and ensuring the competitiveness of enterprises in a dynamic market environment (Figure 2).



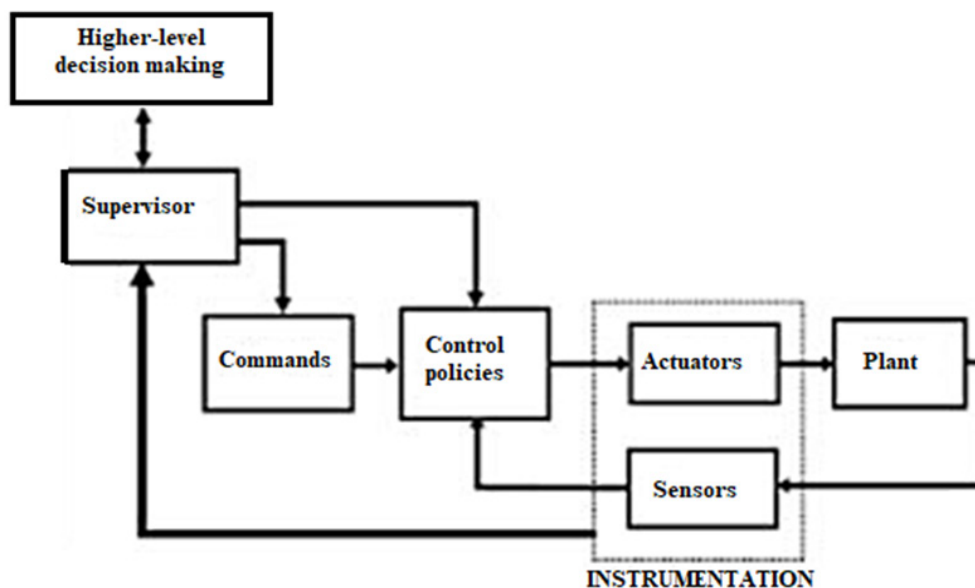
strategic planning

resource-saving technologies

## The 3 Types of Industry 4.0 Initiatives



Digital management (ERP, SCM, MES)



Quality management systems.

Figure 2. Mechanism of the impact of modern management methods on production

The improvement of management systems in industrial enterprises is achieved through a set of interrelated measures aimed at enhancing overall efficiency and organizational performance. In particular, strengthening economic analysis in managerial decision-making, implementing innovative projects, improving staff qualifications, and optimizing production costs are considered key directions for development. The results of the analysis demonstrate that the optimization of management systems leads to a significant increase in production efficiency, which is further supported by the management system model presented in Figure 1 [8–10].

## CONCLUSIONS AND RECOMMENDATIONS

The research findings indicate that effective management of industrial enterprises significantly enhances production efficiency, reduces operational costs, and ensures the production of competitive products, thereby contributing to the economic sustainability of enterprises through the application of modern management methods. The obtained results further confirm that the implementation of strategic management practices in industrial enterprises leads to a substantial increase in overall economic efficiency [12]. In order to improve the effectiveness of management systems, it is recommended to strengthen strategic planning and integrate advanced digital technologies, such as ERP and SCM systems, while placing greater emphasis on optimizing production costs through resource-saving approaches and continuous economic analysis.

Additionally, enhancing employee competencies through regular training programs, implementing innovative projects, and improving managerial decision-making processes are essential measures for increasing competitiveness. The establishment of a flexible and adaptive management structure enables enterprises to respond effectively to dynamic market changes and ensures their long-term sustainable development.

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