

SECTION 7. IT PROJECT MANAGEMENT AND GOVERNANCE

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MODELS OF MANAGEMENT OF ECONOMIC SUSTAINABILITY OF INDUSTRIAL ENTERPRISES

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Abstract

This article presents a model for ensuring the economic sustainability industry based on controlling systems which is based on a number of principles and consists of a number of successive stages. Given the modeling of management on the determination of the parameters of the selected systems that must be taken into account at the stage of determining the goal, secondly, the assessment and forecasting of target indicators taking into account the situation and uncertainty, and thirdly, over time, make it possible to conduct analysis based on the implementation of controlling systems. Developed a model for ensuring economic sustainability of the oil and gas industry based on controlling systems is developed, the principles of strategic and tactical management decisions are highlighted, and principles for ensuring economic stability in the oil and gas industry based on controlling systems are highlighted.

Key words: *controlling, economic sustainability, conjuncture, inflation, evaluation, forecasting, management modeling, tactical and strategic goals, management, financial accounting, organizational structure.*

Introduction

The environment of a modern market economy is characterized by complexity and instability. This is reflected in the movement of a large number of financial, market, inflationary, social and other influences on the economic sustainability of any enterprise. Such effects negatively affect the sustainability of the enterprise due to a decrease in production volumes and demand for manufactured products, which ultimately led to a decrease in profits and solvency and bankruptcy. In this regard, for any enterprise, especially in the industrial sector, it is important to find effective ways and means to ensure the economic sustainability of the enterprise in order to prevent the above factors and the negative consequences of environmental uncertainty. In this context, in our opinion, the management system is an effective model for ensuring the economic sustainability of industrial enterprises, and its widespread implementation is relevant in conditions of uncertainty in the operating environment of oil and gas enterprises.

At a time when it is difficult to make management decisions in a market economy, many managers feel the need for a colleague who can not only provide them with the necessary information, but also give them advice. Controlling is a set of a much broader multi-functional management concept, the purpose of which is to combine the control of the planning and information system.

Materials and methods

In the context of rapid integration and globalization of the world economy, the priority of any enterprise, especially in the industrial sector, is to make a profit or gain a foothold in the market for industrial products, compete with others, etc. In this case, controlling directs the actions of enterprises towards these goals and can be considered as a profit management system for an enterprise. In this regard, S.V. Slabinsky notes that the majority of managers (61.6%) do not take into account uncertainty factors when making tactical and strategic management decisions, which affects the efficiency of the enterprise. However, “85% of managers explain this situation by the lack or incompleteness of information, the complexity of practical methods of managing an enterprise in an unstable environment”.

The first stage in the formation of a system for controlling the economic sustainability of industrial enterprises is the creation of a special, separate structure of this control service and department. The purpose of this section is to identify measures that can destabilize the economic stability of the enterprise or reduce the likelihood of its bankruptcy.

The experience of implementing controlling systems in large oil and gas companies shows that this department often consists of the following personnel: head of the control service, supervisor of the production process, financial flows (management accounting specialist), curator of information flows.

The approach to managing the sustainable development of an industrial enterprise involves viewing the organization as an open system. Therefore, there is an influence of both external and internal factors. The state of the enterprise as a whole depends on the stability of each element of the system. Thus, sustainability at the enterprise level depends on a balanced combination of production, social, personnel, marketing, technological, financial, environmental and management subsystems exposed to external and internal factors in order to achieve predetermined results. A category such as sustainability is often used in the phrase “sustainable development”. The first definitions of the category “development” are considered to be Plato’s concept, which speaks of development as the disclosure of something, while it was believed that certain possibilities were already inherent. In addition, there was a mechanistic concept that interpreted development from the point of view of improvement, quantitative increase.

Results and discussion

We would like to consider some significant theoretical approaches to the concept of sustainable development:

1) sustainable development – is a promising model in which the vital needs of the current generation of humanity are met without compromising the opportunities left for future generations to meet their own needs;

2) sustainable development – is a model of progressive development of society that meets the vital needs of the present generation without depriving future generations of humanity of such an opportunity;

3) sustainable development – is the management of the total capital of society in the interests of preserving and expanding human capabilities;

4) sustainable development – harmonious development of production, social sphere, population and environment. Based on the approaches outlined above, it should be noted that the world community is focused on globalization and sustainable development while preserving the resource base, ensuring that the needs of the present generation are met without harming future generations, and achieving economic and social balance.

The principles of the model for ensuring economic sustainability based on the management system can be divided into the following main stages:

- Identification of the object and subject of the controlling system;
- Identify areas for controlling economic sustainability;
- formation of a system of benchmark indicators;
- Formation of approaches to the implementation of the goal-setting process;
- Development of a system of quantitative control indicators for the purposes of tactical management, forecasting indicators for the purposes of strategic management;
- Development of a management modeling methodology based on the implementation of controlling systems;
- Formation of a mechanism of responsibility for management decisions;
- Formation of monitoring supports;
- Formation of a system for assessing the effectiveness of controlling implementation.

The final step in ensuring economic sustainability based on the controlling system should be the formation of a system for assessing the effectiveness of the implementation of this system. In this case, the effectiveness assessment should be probabilistic in nature, which is due to the presence of a system for controlling random factors that may affect.

Clarification of strategic goals at the stage of development of strategic plans and activities planned within the framework of the controlling system, formation of a development program in terms of sustainable operation, formation of a comprehensive development plan for an economic entity, assessment and interpretation of indicators, the methodology for calculating key performance indicators must be determined. At the stage of developing a tactical plan and activities for an industrial enterprise, it is necessary to clarify tactical goals and coordinate them with the main strategic goals of the enterprise. After the final directions of goals and possible dynamic boundaries of these goals (level of economic sustainability) are formed, the production program, budgets, purchasing and sales plans, etc. and a program of measures to improve the economic sustainability of the enterprise.

Conclusion

Monitoring of work carried out in industrial sectors to ensure economic sustainability based on a management system should include: document flow, adjusted taking into account the goals and objectives set at previous stages, regulations for the provision of information for each link of the enterprise. In addition, if necessary, the methodology for calculating the

resulting integral indicators used to monitor the effectiveness of work to ensure economic sustainability based on the controlling system should be adjusted in detail taking into account the goals and objectives.

The final stage of the model for ensuring the economic sustainability of industrial sectors based on the controlling system is the analysis of the results obtained, adjustment of plans, development of management decisions aimed at achieving the set goals. The company must have a methodology for interpreting the results obtained at this stage, and principles for making management decisions must be formed, taking into account some of the obtained integral indicators. In addition, industrial companies must be supported to analyze, evaluate and predict the level of compliance with tactical and strategic goals.

There should be guidelines for making proactive and adaptive management decisions in case of deviations from the goal, and a database of corrective decisions should be available to increase the speed of the system's response in case of possible deviations from the goal..

Thus, the model for ensuring the economic sustainability of oil and gas enterprises based on the controlling system, on the one hand, gives a clear idea of the principles of the management system, on the other hand, contributes to the formation of optimal management decisions that can be improved based on development.

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