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Organization of Production and Management of New Enterprises

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Abstract: This dissertation developed the improvement of the organization of production and the management of new enterprises in the system of JV LLC "TMZ"; the basic concepts and principles of building the organization and management of new enterprises are revealed; the management mechanisms and features of the organization of the production process of JV LLC "TMP" were analyzed; practical proposals have been developed to optimize and improve the management system of JV OOO TMP.

Key Words: production capacity, reproduction, new production, organization of management activities, personnel management.

Introduction. The market economy with all its various models cannot be imagined without the introduction of new management mechanisms and the development of modern forms of management for the socially effective development of new enterprises and their integration into the world economy in modern conditions. use of innovative methods of management and organization of production. The need for accelerated development of new enterprises requires future specialists to have deep knowledge of objective economic laws and the specifics of their implementation at the level of business entities, as well as justification of management decisions, planning, organization of production and labor. y requires practical skills. The industry of metallurgical materials is one of the most important in the industry of the Republic of Uzbekistan. It occupies a special place in the country's economy.

As the President of the Republic of Uzbekistan Sh. Mirziyoyev notes: "Today, the task of each of us, and first of all the heads of government bodies, on the basis of a critical analysis of the state of affairs in the relevant areas and industries, is to responsibly ensure the implementation of the tasks assigned to us. The time has come for this. »

I chose the topic "Organization of production and management of new enterprises" for research, since it is the structure of the organization that should ensure the implementation of its strategy, the interaction of the organization with the external environment and the effective solution of the main tasks of the organization. And in a broad sense, the task of managers in this case is to select the structure that best suits the goals and objectives of the organization, as well as the internal and external factors that influence it.

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This topic is relevant for every organization. Under the conditions of a market economy, enterprises and organizations need to quickly respond to changes in the external environment and adapt these organizational management structures.

Methods. Comparative and economic analysis, analysis of the results of economic comparison, analysis and generalization analysis were used in the research work.

Results. All dust-forming units in the factory workshops are connected to modern gas cleaning. A modern closed water supply system has been developed for cooling metallurgical equipment, which does not have a flow. In order to control the atmospheric air at JV "TMZ", the laboratory of the Department for Monitoring Emission Sources of Atmospheric Emissions of the Tashkent Regional Department of Ecology and Environmental Protection analyzes samples from sources of industrial waste of the enterprise. (Plant) quarterly determine the actual values of emission parameters. An analysis of the results of the 1st half of 2021 shows that the Company will not have a negative impact on the atmospheric air. The company fulfills the obligations of the Government of the Republic of Uzbekistan to replace imported goods with high-quality and environmentally friendly products of Uzbek manufacturers.

3 levels of automation:

- levels 1 and 2 - control of units and technological processes of the main (NPO "Danieli Automation") and auxiliary production (energy resources);
- level 3 - implementation of an MES system that supports the implementation of all functional tasks for planning, controlling, accounting and analyzing the entire production process at all stages.

The introduction of production facilities was carried out in 4 stages

Stage 1. Push type salting device (ATTT): The main purpose of the salting device is to remove mill scale and other surface contaminants from the surface of the hot rolled line. The design capacity of the plant is 500,000 tons of salted steel per year, with the possibility of increasing the design capacity to 750,000 tons per year. The salting of hot-rolled flat products is carried out according to the Turboflow technology, which, due to the high turbulence of the brine, provides a special design of hydraulic seals between the baths and the covers of the salt baths, more efficient salting and higher productivity. with low power consumption. Maximum speed 150 m/min. Said hot-rolled steel has a width of 800 to 1300 mm and a thickness of 2.2 to 5.0 mm.

2 - stage. The production of cold-rolled strip, namely, the reduction of the thickness of hot-rolled road steel, is carried out on a reversible two-stand cold rolling mill of the DANIELI company (Italy) with a design production tons per year and with the possibility of increasing production up to 750 thousand tons of cold-rolled steel per year, with reduction stripes in thickness. During the rolling process, the following is controlled automatically: strip thickness with the help of three x-ray sensors (thickness gauge); strip profile (flatness) using two profilometric rollers. Cold-rolled steel is one of the most demanded types of rolled products.

Reversible cold rolling mill (RShP). The production of cold rolling, in particular the reduction of the thickness of the hot-rolled brine, will be carried out at a reusable two-stand cold rolling mill DANIELI (Italy) with a design production capacity of 500,000 tons. and taking into account the possibility of increasing the production of cold rolling up to 750 thousand tons per year, providing compression along the thickness of the strip. In the process of automatic rolling, the following is controlled: steel thickness. tape using three x-ray sensors (thickness gauge); tape profile (plane) using two profilometric rolls. Cold rolled steel is one of the most popular types of rolled steel.

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3 - stage. The continuous hot-dip galvanizing plant is designed for continuous thermochemical treatment of hard-coated cold-rolled strip after rolling and reliably protects the metal from corrosion by double immersing the zinc solution on the surface of the steel strip. Hot-dip galvanizing by continuous immersion of the line of cold-rolled steel in a zinc solution is carried out on the equipment of Danieli (Italy) with a production capacity of 500,000 tons of galvanized steel per year. The thickness of the cold-rolled line, which is a coil for the galvanizing unit, is from 0.29 to 1.2 mm, the width is from 800 to 1250 mm, the processing speed is 210 m/min, the weight of the coil is from 10 to 30 tons.

4 - stage. Polymer coating unit. Galvanized steel is subjected to chemical cleaning, after which a multilayer polymer coating is applied to the metal. The coating not only protects against corrosion, moisture and sunlight, but is also decorative due to the variety of color and texture options. Equipment manufacturer Danieli (Italy). This device is maximally automated, which reduces the human factor in production. The line's capacity is 300,000 tons of rolled polymer per year. The maximum speed of the device is 160 m/min, the width of the roll (galvanized layer) is from 800 to 1250, the line thickness is from 0.3 to 0.7 mm. Roll weight from 2.5 tons to 15 tons.

In addition to the main production associated with metallurgy, the plant has a full network of services, including: a sanatorium - a dispensary for 75 beds, which allows the employee to improve his health without stopping production, equipped agricultural subsidiary farm. meat processing cycle, upholstered furniture production shop. The plant has a children's summer health resort, as well as the Palace of Culture, where employees can spend their free time meaningfully. Sports complexes are open all year round.

The operating mode of the enterprise is round-the-clock. Six main workshops, including open-hearth, sectional, shaped and elevator workshops, thermal power plant, etc., work around the clock due to the impossibility of stopping the technical process of melting and steel processing. Auxiliary workshops work in one shift, with the exception of equipment maintenance in the main workshops. By agreement with the trade union committee and the management of the company, there may be 2 or 3 shifts. The replacement time of the control unit and main workshops is 8 hours. Only repair crews have an illegal working day: plumbers, electricians and others.

In 2020-2021, a lot of organizational and technical measures were taken to reduce the cost of production, as a result of which the actual percentage of defects in the shops for the production of sectional and steel profiles and guide elevators was reduced. , by 8 and 12 percent, respectively, and the metal savings during rolling amounted to more than 1252 tons.

Over the past three years, about 100 technological processes have been developed and improved, 16 specifications for hot-rolled, cold-drawn profiles and pipes, 32 drawings for steel profiles have been developed and agreed with consumers.

A set of activities carried out at JV LLC "Tashkent Metallurgical Plant" made it possible to increase the stability of receiving orders and establish reliable partnerships with suppliers.

Analyses. JV LLC "Tashkent Metallurgical Plant" has developed a strategic development plan until 2025. Its main direction is to increase the share of highly profitable products, i.e. specialization in the production of metal products of deep processing. Within the framework of the plan, a comprehensive program of organizational and technical measures is implemented annually to modernize and maintain existing production equipment, increase material and energy intensity, increase the competitiveness of products by reducing material and energy intensity, improve the quality and structure of the product range, all redistribution without exception.

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The volume and timeliness of all work, the efficiency of the use of equipment, machines, mechanisms and, as a result, the volume of production, its cost, profit and a number of other economic indicators depend on the availability of JV LLC "TMP" with labor resources and the efficiency of their use (Table 1).

Table 1. Labor resources of JV LLC "Tashkent Metallurgical Plant" and the efficiency of their use for 2019-2021

№	Indicators	2019 y.	2020 y.	2021 y.	2021 to 2019, %
1	Proceeds from the sale of goods, products, works, services, thousand soums	1017020	1031247	1350061	132,7
2	Average number of employees, people	3881	3681	3481	89
3	Worked out by employees per year, thousand people / hour.	6477	6143	5809	89
4	Labor productivity of 1 employee, thousand soums	87	97.4	109.1	125,4
5	Wage fund, thousand soums	32818	37351	42388	129
6	Average annual salary of 1 employee, sum	8456	10147	12177	144
7	Net profit, thousand soums	136117	75986	86761	64
8	Profit received, thousand soums.				
	- per 1 employee	35,1	20,6	24,9	70,9
	- for 1 person/hour	21	12,4	14,9	70,9

The reduction in the number of labor personnel of JV OOO TMP contributed to an increase in labor productivity. If in 2019 there were products produced for 87 thousand soums per employee, in 2020 this figure was already 97.4 thousand soums with a decrease in the number of people by 200 people. And in 2021, productivity amounted to 109.1 thousand sums compared to 2019, the decrease was 25.4%. Revenue from the sale of goods increased by 32.7%. That is, with a decrease in the number of labor resources, the plant did not produce smaller volumes of products, but, on the contrary, increased production.

It should be noted that the average monthly salary has increased. In 2021, this figure was about 44% compared to 2019 and amounted to 12,177 soums, while in 2021 wages could not be doubled.

In connection with this change, the wage fund also increased accordingly. This is 29 more than in 2019. Thus, in 2021, the wage fund will amount to 42,388,000 soums. This can be explained as follows: the growth rate of wages in the period under review exceeded the growth rate of labor productivity, which is a negative factor, but can be explained by inflationary processes in the country.

Net profit decreased by 36%, profit per person decreased by 29.1%. This is due to the increase in costs.

Let's analyze the movement of personnel at JV LLC "Tashkent Metallurgical Plant" (Table 2.).

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Table 2. Analysis of the movement of personnel of JV LLC "Tashkent Metallurgical Plant" for 2019-2021

№	Indicators	2019 y.	2020 y.	2021 y.	2021 to 2019, %
1	Headcount at the beginning of the year, people	3974	3901	3756	94,5
2	Accepted during the year	117	123	113	96,6
3	Dropped out within a year	190	268	345	181,6
4	Incl. fired at his own request, for violation of labor discipline and other violations	154	229	305	198,1
5	Headcount at the end of the year, people	3901	3756	3524	90,3
6	Average headcount at the end of the year, people	3881	3681	3481	89
7	Acceptance turnover ratio	0,03	0,03	0,03	-
8	Retirement turnover ratio	0,05	0,07	0,11	220
9	Flow rate	0,04	0,06	0,09	225

Table 2 shows that at the beginning and end of 2021, the number of employees decreased by 5.5% and 9.7%, respectively, compared to 2019. The increase in the number of retired employees by 81.6% over the current year was due to an increase in voluntary dismissals, violations of labor discipline and other offenses by 98.1%. This data shows a 120% increase in the pension rate in 2021. A turnover ratio of 0.11 was an average turnover of 0.09. This leads to huge economic losses, as well as organizational, personnel, technological, and psychological difficulties. This level of staff turnover should be reduced. Consider the dynamics of the number of employees (Table 3).

Analyzing the data table. 3. we can conclude that in 2021 the number of production workers decreased by 9% compared to 2019. The number of employees decreased by 6.8 percent, and the number of employees by 17.5 percent. A similar decrease was observed in the non-production group by 34.1%. The decline is due to the modernization of production.

Table 3. Dynamics of the number of employees of JV OOO TMP**, their composition for 2019-2021**

№	Category of workers	2019 y.		2020 y.		2021 y.		2021 to 2019, %
		thousand soums	% to total	thousand soums	% to total	thousand soums	% to total	
1	All staff	3901	100	3756	100	3524	100	90,3
2	Including:							
3	1. Production staff	3813	97,7	3671	97,7	3466	98,3	91
4	1.1. workers	3259	85,5	3171	86,4	3039	87,7	93,2
5	1.2. Employees	554	14,5	500	13,6	457	12,3	82,5
6	Including							
7	1.2.1. Leaders	198	35,7	195	39	189	41,4	95,5
8	1.2.2. Specialists	356	64,3	277	61	268	58,6	67,7
9	2. Non-production personnel	88	2,3	85	2,3	58	1,7	65,9

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The composition of the staff has not changed significantly over the past three years. The number of managers increased by 5.7%. The reduction in the number of specialists amounted to 5.7 percent.

Discussion The purpose of the enterprise is the release of certain products (performance of work, provision of services) of the established volume and quality, within a certain time frame. Labor efficiency is characterized by its productivity, which is measured by the ratio of the number of products or services produced to labor costs, i.e. output per unit of labor. Labor productivity is an indicator of the economic efficiency of the labor activity of employees. Based on the analysis of the financial and economic activities of JV LLC "TMZ", as a final conclusion for improving economic management methods, it can be noted that enterprises to ensure the competitiveness of goods in their overall development strategy. To disclose this chapter, the following tasks were performed in the course of the work: - the management systems at the TMZ enterprise, the features of the TMZ production processes, the productivity of personnel and the motivation system at the TMZ enterprise, as well as the activities of the enterprise were analyzed.

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