

## **Management of Enterprises in the Conditions of the Market Economy and Its Improvement**

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**Abstract.** The article examines the managerial functions of a manager in enterprise management, taking into account state and market mechanisms, and also makes proposals for their improvement.

**Key words:** management, mechanism, norm, regulatory framework, planning, organization, regulation, control, coordination.

**Introduction.** As businesses grow larger and larger, complications also arise in their economic management relationships. This in turn leads to the need to build a special control apparatus. When organizing the management of the enterprise, it is necessary to ensure the integrity of small branches of the production system and coordinate the activities of organizational parts. It is also required to adapt the complex and versatile production mechanism in the enterprise to specific conditions.

**Analysis of thematic literature.** The studied literature covers the issues of Organization of enterprise management, selection and management of strategy, investment activity management, creation of scientific-theoretical foundations of enterprise management processes based on the requirements of market reform, scientific methodological aspects of Organization of enterprise management and improvement of Organization of enterprise management[1,2,3,4,5,6,7].

**Research methodology.** The research process made extensive use of Economic Analysis, comparative analysis and synthesis, induction and deduction, systematic analysis, scientific abstraction, and other methods.

**Analysis and results.** In a market economy, any enterprise, especially a joint-stock company, will need management, since it is impossible to achieve the desired results without coordinating the activities of various branches of a single economic organism. "Therefore, the

development of production in various forms of ownership and its adaptation with management tasks is an urgent issue of the present day".

In the management of enterprises in a market economy, it is necessary that the leading person organizes the management, taking into account the activities of two mechanisms. One is a state mechanism, the other is a market mechanism. The state mechanism exerts its influence by properly organizing, controlling and creating various opportunities for the economic activities of the enterprise.

When managing enterprises on the basis of a state mechanism, a normative and legal basis is relied on. But it is necessary that the regulatory framework is improved today based on the conditions of the market economy.

The experience of Joint-Stock Companies has shown that increasing the state share in their capital, changing the authorized capital and form of ownership for various reasons, the introduction of external management of various forms, combined with a sharp decrease in the material and man-made negative of shareholders, practically did not allow for an increase in the development and efficiency of corporate.

Another mechanism that is considered in the management of enterprises in a market economy is the market mechanism(draw 1). The market mechanism is a mechanism that regulates market entities on its own, and regulatory regulations are subject to the laws of supply and demand in the market environment and the laws of valuation and monetary relations.

These laws constitute a self-employed market environment. The market mechanism cannot be regulated by any entity. It forms economic relations on the basis of behavior in an automatic way, and the problems of commodity segregation in society are also solved on their own .

Today, the market mechanism itself cannot regulate enterprises operating in a market environment. Such a conclusion is a well-known economist DJ. Given by Keynes, in his opinion, it is necessary to help the activities of the market mechanism on the basis of the activities of the state mechanism.

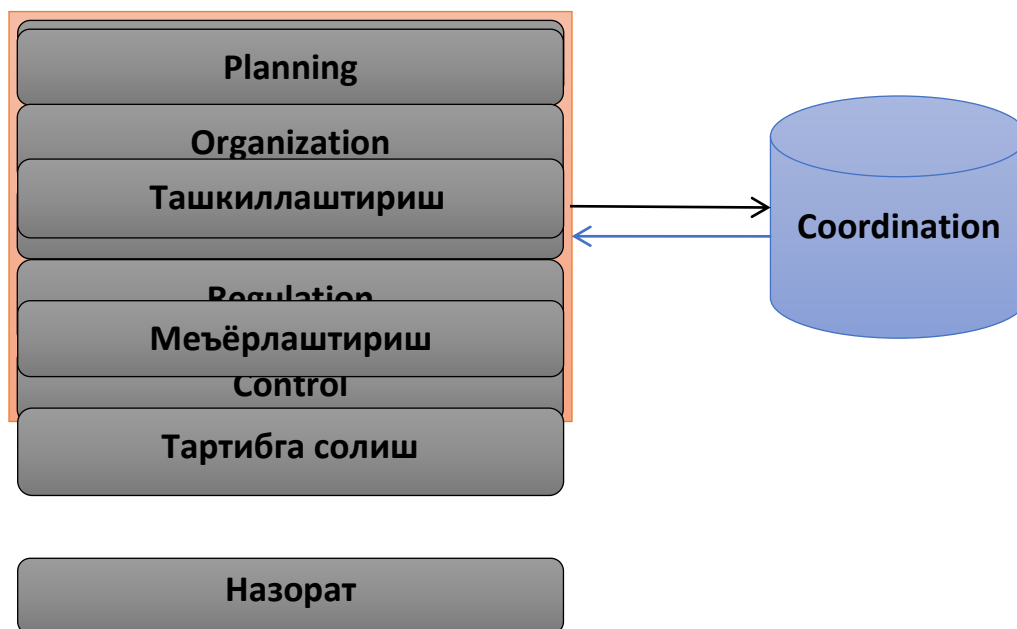
However, in any case, as the head of the enterprise organizes his management, it is necessary to pay serious attention to the following:

Planning-to determine how a particular work will be performed from the beginning, its order. Since the organization of enterprise management begins with planning, it provides support for the organization of its activities. A common feature of planning is that in this case, each management employee plans his personal work, develops indicators of his work in the workplace, organizes control over how he performs the plans.

Organization is the creation or improvement of an object or system. "It is a process that is carried out after planning, and if this process is not carried out, the work on the plan will cease to be applied to Practice".

Through organization, the organization of all managed and managing processes within the framework of the management object is ensured.

Normalization is the process of developing quantitative and qualitative indicators, which plays a very important role in the management of the enterprise and the introduction of production in its structure. This function acquires a sorting feature in the performance of the tasks received on production. In most scientific literature, normalization is not taken into account as a separate function in the organization of management. A.K.Semenov and V.I.Economists, such as Nabokov, however, record the management process as outlined in Plot 1.



**Draw 1. Management process modernization organization drawing  
(The drawing was developed by the author.)**

However, in the management of the last period, normalization is important, which in turn is creating a way to find solutions to a number of problems in the issues of organizing management at the enterprise. In other words, it assumes a view of the management process from a modernizing point of view.

In the context of modernizing the economy, normalization in the organization of enterprise management performs a specific functional process, in which the possibility of ensuring continuity in production in one way or another arises. At the same time, it assumes a new approach, that is, compliance with regulatory guidelines in standardization. This in turn leads to an increase in quality indicators in the production process.

Coordination means combining all processes in the organization of management. In this case, it is possible to prevent interruptions in the production process and ensure their continuity. If "planning is considered a management strategy, coordination will address the tactical issues of management" 2.

Regulation means taking operational measures in situations that do not correspond to the planned results in the production process.

Control is the establishment of control over all states of the production process. The actual increase in decisions made is controlled. The manager establishes control, studying situations in the internal environment of the enterprise. On the basis of control, the reasons for the origin of incorrect situations are studied and the need to prevent it arises.

The conclusion is that just as management is not an exact science, it is very difficult to give clear instructions when organizing management at an enterprise. But from the basis of our above points, it can be noted that the process of organizing management is carried out on the basis of certain management functions. The scale of influence in one way or another on the enterprise is regulated through managers of internal and external variable elements.

**Conclusions and suggestions.** In the management of enterprises in a market economy, it is desirable that the leading person organize the management of the state and market mechanisms taking into account.

In order to coordinate management with the market mechanism, we propose to completely limit the intervention of state governing bodies in the economic and financial activities of Joint-Stock Companies, to exclude and privatize the state share in the authorized capital from the state tassaruf, to develop and introduce economic mechanisms that ensure the full free functioning of economic entities, to carry out qualitative improvement of

We consider it expedient to organize the management process of enterprises on the basis of the drawing of the organization of modernization.

We propose that normalization be considered and studied as one of the main functions of management.

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