



THE ROLE OF ENGINEERING IN THE MANAGEMENT OF INTERNATIONAL COMPANIES

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ABSTRACT

Researching explores the essence of corporate governance, the characteristics of international business ethics and relationships in the management of companies, the theoretical and methodological aspects of the application of business process reengineering in the management of international companies. The role of the light industry in the economy of Uzbekistan, the use of foreign companies in business process reengineering were analyzed. VILLA MODA TEKS LLC has developed practical recommendations on how to improve business process reengineering.

KEYWORDS: International companies, reengineering, business model, globalization of the economy, optimal production, key economic indicators.

INTRODUCTION. In today's globalized world, when internationalization plays an important role, the share of large enterprises is growing. In the context of globalization of the world economy, Uzbek enterprises are required to address such important tasks as modernization of production, technical and technological renewal, increasing investment attractiveness, increasing the volume of export-oriented products, improving the management system.

In contrast to the simple improvement of activities in enterprises, reengineering involves radical changes. This means a radical change in the entire business process of the enterprise, as well as in the relationship between suppliers and consumers. Such restructuring of enterprises is carried out after an in-depth and comprehensive study of existing shortcomings, hidden, untapped opportunities in personnel, processes, information and technology, and reconsideration of the effectiveness of the interaction of new methods.



A business model is a reflection of the main economic processes that interact in the business environment of an enterprise. Models are created and calculated using special computer programs. Business models allow you to identify the characteristics of each key business process and the need for their restructuring. Therefore, the use of business process reengineering in the management of international companies is a topical issue.

METHODS. In the process of preparing the article were used formal-logical, specific research methods econometric modeling, empirical research, and forecasting

RESULTS. Based on the need to ensure optimal production and the required processing quality, an alternative selection of equipment is made, and the technical equipment required for its loading and operation is determined. It is important to regulate the technological process, that is, to rate the operations and determine the time norms by them.

Classification of clothing models is carried out on the basis of selection to analyze the design features of models and their production technology, to calculate the production flow of basic models. It is advisable to pre-calculate the flow, determine its required production area, basic parameters and established technical and economic indicators.

Selection of the organizational form of the flow by power characteristics, type of start, synchronization methods, placement of the current in relation to the load currents, transfer and transmission of semi-finished product between sections and shifts, size of the transported batch, the vehicle must be selected and calculated.

It will be necessary to create an organizational and technological diagram of the flow, calculate its technical and economic indicators, develop a route scheme, solve the problem of flow management and create the final design of the selected organizational form with logistics.

1. VILLA MODA TEKS LLC is one of the leading companies in the Uztextile Industry Association.

2. "VILLA MODA TEKS" LLC cooperates with "Sharq liboslari" design center within "Uztokimachilik sanoat" association and plays a role in meeting the needs of our people in quality sewing products.

3. We can say that the company has achieved positive results in all economic and financial indicators for the 2018 report.



4. The most important concept for process management is the organization's business process network.

5. The business process network of the organization is a set of interconnected and interacting business processes, which includes all the functions performed in organizational units. .

6. It is important that both managers and executives have a thorough understanding of the organization's processes and make appropriate decisions.

7. The tabular form of business process description is more effective than the text and is currently actively used by IT professionals to describe business processes in the performance of automation tasks.

8. Recently, graphical approaches to the description of business processes have been rapidly developed and applied. Graphical methods are recognized as the most effective in solving problems related to the description, analysis and optimization of the company.

9. A horizontal description of the business process with descriptions of inputs, outputs, suppliers, and customers allows a more accurate description of the business process and its boundaries. This is one of its advantages over the vertical description.

10. Technical preparation for production (TSP) is a set of measures related to improving the organizational and technical level of production and the release of new or modernized products.

Analysis. VILLA MODA TEKS LLC is one of the leading companies in the Uztextile Industry Association. The main activity of "VILLA MODA TEKS" LLC is the production of garments. VILLA MODA TEKS LLC cooperates with the Sharq liboslari design center within the Uztextile Industry Association and plays a role in meeting the needs of our people in quality sewing products.

Table 1

The main economic indicators of the enterprise "VILLA MODA TEKS" LLC

№	Indicators	Unit of measurement	2019 y.	2020 y.	2021 y.
1.	Product production capacity	mln. sum	297,6	315,5	342,5
2.	Goods sold (products)	mln. sum	299,6	353,1	397,7
3.	The cost of the product	mln. sum	109,8	118,3	124,4



4.	Profit before tax	mln. sum	746,0	748,1	751,2
5.	Net profit	mln. sum	103,2	132,9	177,7
6.	The value of fixed assets	mln. sum	225,6	229,9	309,9
7.	Capital investments	mln. sum	522,4	531,8	551,0
8.	Number of employees	person	482	482	485
9.	Including key production personnel	person	162	158	154
10.	Average salary	sum	1422000	1460000	1502000

The volume of production at the enterprise in 2021 amounted to 297.6 mln. In 2020, this figure was 315.5 million soums. soums, and in 2020 - 342.5 mln. soums. The growth rate in 2021 was 108.8% compared to 2021 and 106% in 2020 compared to 2019. The number of key manufacturing employees in 2018 is 97% higher than in 2020, and the average monthly wage is 103%.

Table 2

2021 activity of the enterprise "VILLA MODA TEKS" LLC
economic and financial indicators

No	Indicators	Unit of measurement	Plan Reality Completion Rate,%	Plan Reality Completion Rate,%	Plan Reality Completion Rate,%
1.	Product production capacity	mln. sum	342,5	364,5	106,4
2.	Revenue from product sales	mln. sum	843,3	1123,5	133,3
3.	Total production costs	mln. sum	748,1	919,5	81,3
4.	Production cost	mln. sum	405,1	448,8	90,9
5.	Net sales revenue	mln. sum	109,3	118,3	108,2
6.	Production cost of goods sold	mln. sum	989,0	1027,0	109,2



7.	Sales costs	mln. sum	221,6	258,8	113,6
8.	Administrative expenses	mln. sum	145,2	160,9	110,8
9.	Gross profit	mln. sum	701,0	745,1	105,7
10.	Net profit	mln. sum	162,9	177,8	109,0
11.	Income tax	mln. sum	16,4	19,6	118,7

According to the table, the production volume of VILLA MODA TEKS LLC increased by 6.4%. Revenue from sales increased by 30.2%. Total production costs increased by 36.0%, which is a good indicator for the company. The increase in production costs by 36.9% is also a good indicator for the company. Net sales increased by 34.6%. The increase in the cost of goods sold by 36.9% is also a good indicator for the company. Gross profit in the plan is 701.0 mln. UZS, in fact, 745.1 mln. This is a good indicator for the company. Net profit in the plan was 162.9 mln. In fact, 177.8 million soums. This is a good indicator for the company

Table 3

Balance of expenses and income of the enterprise (million soums)

Name of indicators	2019 y.	2020 y.	2021 y.
1. Net profit from sales	577,9	843,3	1123,5
2. Cost of goods sold	6071,8	7290,2	8070,8
3. Gross financial result from sales	100,5	80,1	50,0
4. Current expenses	43,4	47,5	48,6
5. Including	-	-	-
6. Sales costs	14,6	15,7	17,0
7. Labor costs	-	-	-
8. Depreciation of fixed assets	32,2	34,1	35,4
9. Expenses for maintenance of social and cultural facilities	8,3	11,7	14,5
10. Taxes and deductions	16,1	28,4	40,96
11. Overall financial result	10,4	12,0	17,6
12. Income taxes and deductions	38,4	33,0	35,8



The company's net profit from sales in 2020 will reach 1123.5 million. soums with the highest level of profit. Again, in 2020, the highest point of expenditures of "VILLA MODA TEKS" LLC was recorded, only the maximum level of expenditures in 2018 was recorded, which is 48.6 mln. soums. Profit tax spending will also peak in the same year at \$ 35.8 million. was Rs.

According to the table, the net sales of VILLA MODA TEKS LLC in 2019-2020-2021 amounted to 1123.5 million soums, which is a high-income year in 2018. soums. The lowest production cost of goods sold was in 2020, when 807.0 mln. sum.

Profit from sales in 2020 will reach 644.0 mln. This is the highest figure in 3 years.

Profit before taxes also reached a record high of \$ 751.0 million in 2018. sum The profitability of products sold in 2020 reached a maximum of 97.3%.

Table 4

Analysis of the profitability of the enterprise

No	Indicators	Unit of measurement	2019 y.	2020 y.	2021 y.
1.	Net sales revenue	mln. sum	577,9	843,3	1123,5
2.	Production cost of goods sold	mln. sum	607,1	729,0	807,0
3.	Profit from the product sold	mln. sum	567,0	594,0	644,0
4.	Profit before tax	mln. sum	746,0	748,0	751,0
5.	Average annual residual value of fixed assets	mln. sum	165,7	77,6	51,5
6.	Average annual residual value of working capital	mln. sum	-	-	-
7.	Profitability of products sold	%	92,1	95,0	97,3
8.	Profitability by cost of goods sold	%	86,2	88,1	91,3
9.	Total profitability of production funds	%	96,0	97,0	98,0

At the same time, we believe that the company has the potential to increase production efficiency through the use of business process reengineering.

The most important concept for process management is the organization's business process network. But before we move on to defining a business process network, let's look



at the following algorithm for distributing the functions performed by departments across organizational processes:

1. A diagram of the existing organizational structure of the organization is obtained.
2. Define a list of business processes at the highest level of the organization.
3. Define the functions to be performed at the departmental level. 4. The functions of the departments are distributed by process

Discussion. Too many approvals, a lack of decision-making power in the workplace, and a loss of time in submitting documents between departments lead to increased working time costs. At the same time, the large number of resources involved (primarily human resources) leads to an unreasonable increase in costs and a decrease in efficiency.

Studies have shown that the functional hierarchy has a number of specific shortcomings. First of all, it should be noted:

- the large number of agreements increases the working time until the results are obtained;
- managers are focused on increasing the number of employees and complicating the organizational structure (hierarchy);
- narrowing of specialization of individual employees and departments;
- lack of authority and responsibility, complexity of the coordination system (red tape);
- Decreased efficiency of directing the activities of departments to the final result.

One of the shortcomings of the functional hierarchy is the lack of authority at the level of workplaces where real work is performed as part of this work process. Any decision, regardless of its importance, requires the participation of a leader. He, in turn, makes the proposed decision at a higher level, and so on.

At the same time, every leader tries to anticipate the "political" consequences of their actions. First, the efficiency and outcome of the business process, as well as customers, suffer from such a "management" mechanism. As the complexity of the functional hierarchy increases and bureaucracy increases, the focus of business operations on the end result disappears.



It should be noted that the main principle of management in the functional hierarchy is the principle of top-down management within functional structures, which are significantly separated from each other.

Studies show that the negative role of these deficiencies in the functional structure can be significantly reduced by the proper organization of work and the interaction of departments. If the manager automatically signs the document after checking it with his subordinates, then he must have the courage to give the subordinate the right to sign the document.

We believe that the introduction of a technological approach to management will significantly reduce the risk of uncontrolled growth of the bureaucracy and the cost of its maintenance.

Research shows that the technological approach can be applied not only in international but also in domestic enterprises. We have tried to describe the business process system, but in practice, business professionals have to do this work independently. Each process should appoint a process manager, who should be empowered by the company's management to plan the process, monitor the process, identify inconsistencies, and take corrective action. It is important to work with the professionals involved in the process, including the motivation system, and to provide funding for those working in the process and managers to implement the motivation. The approach to business process reengineering allows to increase the overall efficiency by increasing the responsibility of people in the production process

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