

ISSN 2224-5294

ҚАЗАҚСТАН РЕСПУБЛИКАСЫ  
ҰЛТТЫҚ ҒЫЛЫМ АКАДЕМИЯСЫНЫҢ

Абай атындағы Қазақ ұлттық педагогикалық университетінің

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## ИЗВЕСТИЯ

НАЦИОНАЛЬНОЙ АКАДЕМИИ НАУК  
РЕСПУБЛИКИ КАЗАХСТАН  
Қазақстан Республикасының  
Ұлттық ғылым академиясының  
Абай атындағы Қазақ ұлттық педагогикалық университетінің

## NEWS

OF THE NATIONAL ACADEMY OF SCIENCES  
OF THE REPUBLIC OF KAZAKHSTAN  
Abay kazakh national  
pedagogical university

**SERIES**  
**OF SOCIAL AND HUMAN SCIENCES**

**3 (325)**

**MAY - JUNE 2019**

PUBLISHED SINCE JANUARY 1962

PUBLISHED 6 TIMES A YEAR

ALMATY, NAS RK

Б а с р е д а к т о р

ҚР ҰҒА құрметті мүшесі  
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Меншіктенуші: «Қазақстан Республикасының Ұлттық ғылым академиясы» РҚБ (Алматы қ.)

Қазақстан республикасының Мәдениет пен ақпарат министрлігінің Ақпарат және мұрағат комитетінде 30.04.2010 ж. берілген № **10894-Ж** мерзімдік басылым тіркеуіне қойылу туралы куәлік

Мерзімділігі: жылына 6 рет.

Тиражы: 500 дана.

Редакцияның мекенжайы: 050010, Алматы қ., Шевченко көш., 28, 219 бөл., 220, тел.: 272-13-19, 272-13-18,  
<http://soc-human.kz/index.php/en/arhiv>

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Типографияның мекенжайы: «Аруна» ЖК, Алматы қ., Муратбаева көш., 75.

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**Известия Национальной академии наук Республики Казахстан. Серия общественных и гуманитарных наук. ISSN 2224-5294**

Собственник: РОО «Национальная академия наук Республики Казахстан» (г. Алматы)

Свидетельство о постановке на учет периодического печатного издания в Комитете информации и архивов Министерства культуры и информации Республики Казахстан № **10894-Ж**, выданное 30.04.2010 г.

Периодичность 6 раз в год

Тираж: 500 экземпляров

Адрес редакции: 050010, г. Алматы, ул. Шевченко, 28, ком. 219, 220, тел. 272-13-19, 272-13-18,

<http://soc-human.kz/index.php/en/arhiv>

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Адрес типографии: ИП «Аруна», г. Алматы, ул. Муратбаева, 75

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**News of the National Academy of Sciences of the Republic of Kazakhstan. Series of Social and Humanities.**  
**ISSN 2224-5294**

Owner: RPA "National Academy of Sciences of the Republic of Kazakhstan" (Almaty)

The certificate of registration of a periodic printed publication in the Committee of information and archives of the Ministry of culture and information of the Republic of Kazakhstan N **10894-Ж**, issued 30.04.2010

Periodicity: 6 times a year

Circulation: 500 copies

Editorial address: 28, Shevchenko str., of. 219, 220, Almaty, 050010, tel. 272-13-19, 272-13-18,  
<http://soc-human.kz/index.php/en/arhiv>

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Address of printing house: ST "Aruna", 75, Muratbayev str, Almaty

**NEWS**

OF THE NATIONAL ACADEMY OF SCIENCES OF THE REPUBLIC OF KAZAKHSTAN  
**SERIES OF SOCIAL AND HUMAN SCIENCES**

ISSN 2224-5294

<https://doi.org/10.32014/2019.2224-5294.107>

Volume 3, Number 325 (2019), 161 – 165

UDK 330.88

**A.B. Rakhisheva, A.Ch. Shaimagambetova, E.I. Ostapenko, Zh.B. Abylkasova**

Ekibastuz Engineering and Technical Institute. ac K. Satpayev <sup>1,3</sup>  
[aira47@mail.ru](mailto:aira47@mail.ru), [Aizhan\\_7777777@mail.ru](mailto:Aizhan_7777777@mail.ru), [ostapenko\\_i@mail.ru](mailto:ostapenko_i@mail.ru), [zhanarburkit@mail.ru](mailto:zhanarburkit@mail.ru)

## MANAGEMENT OF INDUSTRIAL ENTERPRISES

**Abstract.** Modern conditions of reproduction, increased competition between manufacturers objectively determine the need to search for new organizational forms of management, mobilize domestic reserves and develop more advanced management approaches. The more complex and dynamic the environment, the more important it is to work out and harmonize all aspects of the activities of industrial enterprises based on creative rethinking of foreign and domestic management experience. The basis for the formation of an effective methodology for managing an industrial enterprise in numerous areas of activity is the creation of a management system that accumulates modern knowledge and world experience in this complex intellectual and highly responsible work.

**Keywords:** system approach, strategic management, industrial enterprises.

In this regard, it is necessary to emphasize that recently the prevailing point of view is the need to strengthen the systems approach in the construction of management. The system approach allows taking into account the fundamental complexity of an industrial enterprise as an object of research, its extensive and diverse connections with the market environment. Particular attention in this approach is paid to the uncertainty factor of the external environment, the impact of objective and subjective factors on the management decision-making process.

When considering issues of completeness and depth of integration, special attention should be paid to the process and system principles, as well as to the principle of continuous improvement of systems. For SMEs, of the eight principles of the ISO 9000 international standards, the most important for integration issues (for the development of IMS) is to point out three interconnected principles:

Table 1 - Process and system principles

Process approach	System approach to management	Continuous improvement
The desired result is achieved more efficiently when activities and related resources are managed as a process.	Identification, understanding and management of interrelated processes as systems contribute to the effectiveness and efficiency of an enterprise in achieving its goals	Continuous improvement of the enterprise as a whole should be considered as its constant goal.

The system approach is a direction of methodological scientific knowledge, which is based on the consideration of objects as systems in integrity, the diverse types of links identified in them.

In our opinion, the realization of the possibilities of a systems approach in the management of the activities of an industrial enterprise implies a clear understanding of the fundamental features of the systems. Thus, in systems, the contours of positive and negative feedbacks are often found, as well as more complex (but repetitive) patterns collected from these connections (system archetypes). It should be borne in mind that negative feedback stabilizes the system, maintaining its existence, but at the same time can prevent change.

Due to the presence of feedbacks, systems often have circular causality or conditionality, as opposed to linear causality, where the cause and effect can be clearly distinguished. In the case of circular causality, such a distinction is conditional.

Thus, a systematic approach provides an opportunity to more deeply understand how an enterprise works, helps to establish the reasons for making inefficient decisions at the previous stages of an enterprise's operation, provides means and techniques for improving planning and control.

However, it should be noted that, despite all the advantages and possibilities of a systematic approach, it still has not fulfilled its mission in the management of the enterprise. This is partly because industrial enterprises as large-scale systems are very complex, and the variety of ways in which the external environment affects the internal is difficult to understand. In addition, the interaction of many subsystems within the enterprise itself is not completely realized. The boundaries of the systems are very difficult to establish, since too broad a definition will lead to the accumulation of expensive and unusable data and too narrow will only partially solve problems. As a result, it will be very difficult to formulate the range of tasks that will arise before the enterprise, to determine with accuracy the information necessary in the future.

Thus, we believe that the assertion that the systems approach has ensured the application of the modern scientific method to management has not yet been realized. General management in its understanding studies a firm as an open system, its internal and external environment, the mission and goals of an organization, organizational processes and culture, the design of various types of organizations. Functional management consists of the principles of planning, organization, motivation, coordination and control.

The strategic sustainability of an industrial enterprise is defined by the author as the ability to create, develop and maintain for a long time competitive advantages in a segmented product market, thereby maintaining an adequate level of liquidity, solvency and profitability of an enterprise in a dynamically changing external environment.

Studies of this issue indicate that in domestic practice, as a fundamental condition for the successful operation of an industrial enterprise, its financial sustainability is most often accepted. It seems, in this context, that in modern business conditions only based on maintaining the proper level of technological, innovation, market, personnel, investment, information, and financial sustainability at the same time, an enterprise is able to gradually form its strategic stability.

Thus, it is possible to present the following components of the strategic sustainability of an industrial enterprise (Fig. 2):

- Financial stability - the company's ability to maintain a long-term planned level of liquidity and solvency;
- Investment sustainability - the ability of the company to maintain a sufficiently long planned level of investment attractiveness and investment potential;
- Market sustainability - the ability of the enterprise to the continued implementation of successful activities in its main markets;
- Personnel stability - the ability to maintain a high level of competence and low rates of staff turnover;
- Technological sustainability - the ability to maintain and develop the modern level of technology;
- Innovation sustainability - the presence of potential in the permanent implementation of innovations in production and management activities, including the ability to produce innovations;
- informational stability - the presence within the enterprise of an effectively functioning single information space that ensures the qualitative interaction of all participants in the technological process and management subsystem, as well as the enterprise with the external environment.

In accordance with the presented in fig. 2 within the framework of a systematic and integrated approach to the main components of the strategic sustainability of an industrial enterprise, it can be stated that the consistent accumulation of strategic sustainability is expressed:

- In building up the innovation potential of an enterprise aimed at modernizing its production and management subsystems;
- To increase the market value and market position of the enterprise;
- To improve the financial performance of its activities;
- In accordance with the scientific and technological nature of its products and the applied production technologies to modern requirements, including consideration of the main trends of world development, etc.

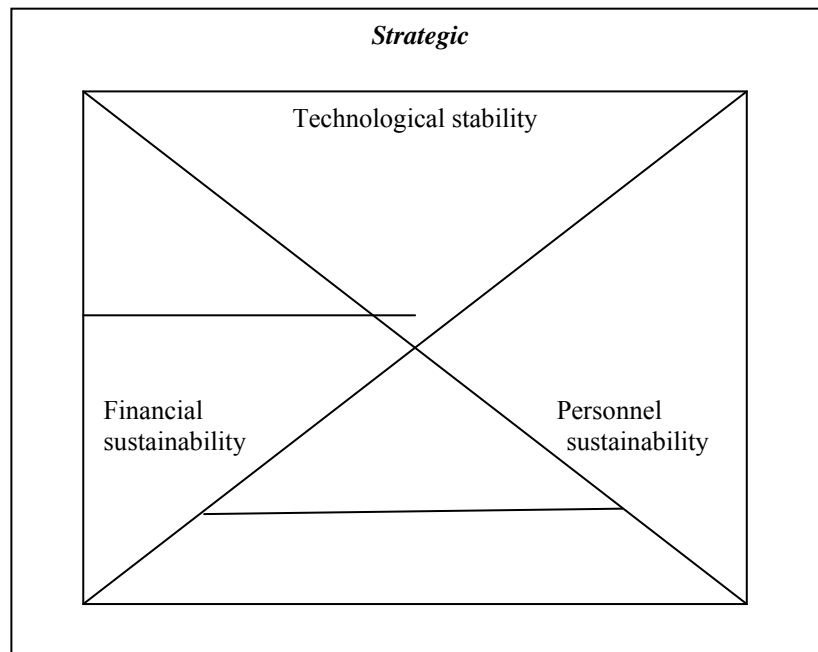


Figure 1 - Strategic sustainability of an industrial enterprise and its key components in modern conditions

It should be noted that the strategic stability of an industrial enterprise is due to a large range of factors of the external and internal environment, the most significant of which are: the specifics of the industry, its place and role in the system of national division of labor; type of market in which industrial enterprises operate; the size of the enterprise and its provision with highly qualified personnel; product specialization of the enterprise; technological security; situation on the market of suppliers; economic dynamics at the macro and meso levels, etc. The most complete consideration of these factors is possible only in a timely and adaptive restructuring of the enterprise.

In a rapidly changing business environment inherent in a market economy, industrial enterprises of any size need to make changes to their business activities in a timely manner, taking into account modern requirements, i.e. restructured.

Restructuring of an industrial enterprise is a controlled process of changing the structure of economic activity (assets, property, finance, management, personnel, etc.) in order to adapt the internal structure of the enterprise to the constantly changing environmental conditions in order to achieve enterprise sustainability. If an enterprise does not carry out restructuring measures out of time, then its ability to effectively, adapt to changing market conditions decreases and strategic sustainability decreases.

Depending on the financial and economic state of the business entity and the goals of the transformation, there are the following types of restructuring [5]:

1. Natural restructuring is the restructuring of normally functioning, so-called prosperous industrial enterprises. Its goal is to: increase the market value of the enterprise, preserve and increase property, accelerate the build-up of separation from the nearest competitors, create unique competitive advantages, attract long-term capital investments in the form of investments, win a monopolistic position.

2. Business restructuring - the restructuring of industrial enterprises whose current situation is satisfactory, however, activity forecasts are unfavorable, there are threats of seizure by outside organizations, conflicts between owners of enterprises, as well as between owners and staff, etc. In carrying out business restructuring, managers set themselves the goals of preventing third-party organizations from seizing the enterprise, resolving conflicts, etc.

3. Crisis restructuring - the restructuring of industrial enterprises that are in a pre-crisis or crisis state. Its objectives are improvement of economic and financial indicators, financial recovery of the enterprise and payment of debts to creditors.

In order to facilitate the process of choosing an effective strategy for the implementation of the natural restructuring of an industrial enterprise, it is proposed to systematize them by combining them into the following groups.

Group 1. Strategies for unrestricted growth of an industrial enterprise, aimed at business growth, based on the use of institutional (including legal) restructuring methods: merger, acquisition and creation of new industrial enterprises. This group includes the following strategies:

- Integrated growth - expansion through the acquisition of supplying firms, firms, sellers, capture competitors;
- Diversification growth - realized through the absorption of existing enterprises or the creation of new enterprises in new industries;
- Building up and increasing the efficiency of using the potential of an industrial enterprise within the framework of the creation and functioning of a regional cluster.

Group 2. Strategies of limited growth, assuming that the accumulated profits of previous years, as well as borrowed funds of an industrial enterprise will be invested in an existing business. This group combines the following strategies:

- concentrated growth - increasing the share of traditional products in traditional markets, entering new markets with this product, creating new products and releasing them into the traditional market;
- Capacity building - the growth of the production, personnel, financial potential of the enterprise using methods of restructuring changes in the enterprise itself.

Forecasting and strategic planning occupy a special place in the management system of a territory and its economic objects, but so far there are no uniform approaches that allow organizing all elements of regional systems into a coordinated strategic position. This is caused, first, by the lack of a unified policy and legislative consolidation of the obligation of enterprises for mandatory internal forecasting and strategic planning in accordance with long-term, medium-term and short-term forecasts of the development of the world market situation...

The specifics of industrial enterprise management, which distinguishes management in the field of large-scale material production from other economic activities, can be divided into several main areas:

- In connection with belonging to the industry (as opposed to the non-production sector: trade, finance, transport, social sphere, recreation, government and local government);
- On the basis of the type of industry (mining, processing, processing);
- Depending on the products (mining, mining and processing, oil-producing, chemical, hydroelectric, nuclear, power, engineering, automotive, shipbuilding, aviation, agricultural, medical, aerospace, defense, building materials industry, electronics, etc.) ;
- By geographic location (technological, climatic, seismological, ecological, ethnically confessional, sociological, economic features).

The very first requirement of ISO 9001, ISO 14001 and OHSAS 18001 is the same, this is the requirement of “establishing the system” (in English: “establish system”). This requirement in standards is not only the same first, but it can be fulfilled in the same way. The area of distribution of the management system, its coverage area, is equally determined. After that, in each system, it is equally necessary to determine the goals and policies, linking them together. If the introduction of one management system is before the introduction of another (QMS first, then EMS), then there may be differences in the time of “establishing systems”, but the essence of this establishment remains the same, universal for any management system. Since the requirements of ISO 9001 can be recognized for the main aspects (regarding the business of the enterprise) by the requirements of a higher level in relation to the requirements of ISO 14001 and OHSAS 18001, therefore, it is logical to apply the requirements of ISO 14001 and OHSAS 18001 after the implementation of ISO 9001 requirements.

Thus, the strategy becomes more important than ever, regardless of the scope and scale of the enterprise’s business. It is the presence of a verified company strategy that characterizes its top management’s understanding of the direction, intensity, main goal of the organization’s development, the resources necessary to achieve it, as well as the problems and constraints that need to be overcome [1-4] in fundamentally new business conditions. In general, in the modern world, management and management are considered as science and art. This understanding is based on the fact that organizations are complex systems, the management of which requires consideration of a huge number of external and internal factors. Making management decisions in these conditions is an art based on the knowledge, skills, intuition and experience of people managing organizations (enterprises, firms).



**А.Б. Рахешева, А.Ч. Шаймагамбетова, И.И. Остапенко, Ж.Б. Абылкасова**

Екібастұз инженерлік-техникалық институты. а Қ. Сәтпаев,

### **ӨНЕРКӘСІПТІК КӘСІПОРЫН БАСҚАРУ**

**Аннотация.** Өндірістің қазіргі заманғы жағдайлары, өндірушілер арасындағы бәсекелестіктің артуы басқарудың жаңа ұйымдастырушылық нысандарын іздестіруді, ішкі қорларды жұмылдыруды және басқарудың неғұрлым озық әдістерін әзірлеуді объективті түрде анықтайды. Қоршаған орта неғұрлым күрделі және динамикалық болса, шетелдік және отандық басқару тәжірибесін шығармашылық қайта қарау негізінде өнеркәсіптік кәсіпорындардың барлық аспектілерін әзірлеу және үйлестіру маңыздырақ. Өнеркәсіптік кәсіпорындарды басқарудың тиімді бағыттарын қалыптастырудың негізі - бұл кешенді интеллектуалды және жауапты жұмыстарды жүзеге асыруда заманауи білім мен әлемдік тәжірибені жинақтайтын басқару жүйесін құру.

**Түйін сөздер:** жүйелік тәсіл, стратегиялық менеджмент, өнеркәсіптік кәсіпорындар.

УДК 330.88

**А.Б. Рахешева, А.Ч. Шаймагамбетова, И.И. Остапенко, Ж.Б. Абылкасова**

Екибастузский инженерно-технический институт им. ак. К. Сатпаев,

### **МЕНЕДЖМЕНТ ПРОМЫШЛЕННЫХ ПРЕДПРИЯТИЙ**

**Аннотация.** Современные условия воспроизводства, обострение конкуренции между производителями объективно определяют необходимость поиска новых организационных форм хозяйствования, мобилизации внутренних резервов и выработки более совершенных подходов к управлению. Чем сложнее и динамичнее окружающая обстановка, тем важнее тщательно проработать и согласовать все аспекты деятельности промышленных предприятий на основе творческого переосмысления зарубежного и отечественного опыта управления. Основой формирования эффективной методологии управления промышленным предприятием многочисленными сферами деятельности является создание системы менеджмента, аккумулирующей современные знания и мировой опыт осуществления этой сложной интеллектуальной и высокоответственной работы.

**Ключевые слова:** системный подход, стратегический менеджмент, промышленные предприятия.

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Редакторы *М.С. Ахметова, Т.А. Апендиев, Д.С. Аленов*  
Верстка на компьютере *А.М. Кульгинбаевой*

Подписано в печать 10.06.2019  
Формат 60x881/8. Бумага офсетная. Печать – ризограф.  
18,3 п.л. Тираж 500. Заказ 3.