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MODERNIZATION OF THE ORGANIZATIONAL STRUCTURE MANAGEMENT OF ENTERPRISES OF AGRO-INDUSTRIAL COMPLEX

Abstract. According to the authors' research, the basis for improving the organizational structure of the management of an agro-industrial enterprise is the identification of the functional significance of an agricultural enterprise. As a result of the formation of a new organizational structure for managing the agro-industrial enterprise, the efficiency of the enterprise will increase. Modernization of the organizational structure of management will contribute to the achievement and maintenance of the agro-industrial enterprise competitiveness in the short term, but in the long term, the development of basic and new key competencies will be required. Why do we need financial government support for agriculture? National holding "KazAgro" acts as an infrastructure investor and source of financing for agricultural producers, necessary for the development of the agricultural sector of the country. However, state subsidies in the field of agriculture and agribusiness should be directed to the creation and promotion of the introduction of advanced technologies for the intensification of production and the modernization of the organizational structure of management.

Keywords: agriculture, modernization, management, organizational structure, business, sustainable development.

INTRODUCTION

In the Address of the President of the Republic of Kazakhstan, he noted, "The agricultural sector of Kazakhstan has great export potential and high potential for the introduction of innovation. The demand for food every year in the world will increase. We should not miss this opportunity. " And the main direction in addressing these global challenges is the transfer of the agricultural sector to the industrial-innovative way of development and improvement of the agro-industrial complex management system. In foreign countries, the Ministry of Agriculture and Forestry, its regional management structures, the Agricultural Chambers, and a number of mixed, semi-governmental, and professional organizations manage the agro-food complex. Thus, a complex in structure, but united in the actions of the system of bodies on the orientation of agricultural production and market management of agricultural products was created. Its competence goes beyond the agricultural sector, as it covers other sectors of the agro-food sector.

MAIN PART

Specialized bodies perform advisory, informational, coordination functions. In the structure of government subsidies of foreign countries, the largest share is occupied by funds to support prices. In modern concepts of pricing for agricultural products in countries with developed market economies, active government intervention in the formation and regulation of prices is envisaged. The system of state price regulation in almost all countries with developed market economies is the same and provides:

- the establishment of upper and lower limits of price fluctuations and an indicative or conditional price that the state seeks to support;
- buying or selling non-perishable products for the purpose of commodity intervention and maintaining the desired price level.

The modernization of the organizational structure of the agro-industrial holding management, based on the functional approach, is carried out according to the project technology of a set of processes for improving the functions and organizational structure of the agro-industrial holding management, carried out in strict sequence, according to the developed plan and directives of the working group.

The implementation of the project technology involves the definition of the main directions of changes in the functions and organizational structure, the formation of a document in which all the officials participating in the project, their responsibilities and obligations, the timing of the project will be fixed.

The project technology of changing the organizational structure of management based on the functional approach involves the following procedures:

1. Diagnostics of the functions and tasks of each employee of the structural units of the agro-industrial holding.

2. Formation of the content of the project technology, assignment of official duties for responsible persons.

3. Development of the content of the project technology and its implementation in the process of improving the organizational structure of management of the agro-industrial holding, evaluation of the results.

4. Assigning new functions to each of the employees. As a result of the implementation of the project technology, recommendations are made on the modernization of the organizational structure of the management of the agro-industrial holding on the basis of basic key competencies.

In this regard, it is necessary to carry out the reform of agrarian science in order to increase the availability of educational and consulting services for agricultural producers. Therefore, the stabilization and further accelerated development of the agro-industrial complex of our republic is impossible without the reproduction of new knowledge, replication of the achievements of agrarian science, their accelerated diffusion into agrarian production. These areas of activity should be ensured by expanding the R & D sphere, increasing the need for highly qualified scientific and engineering personnel, financing research and development at rates exceeding economic growth, which in turn will lead to a further increase in the science intensity of our country's GDP.

The leading role in providing financial assistance in the framework of state support for agriculture in Kazakhstan is played by the KazAgro National Holding. It acts as an infrastructure investor and source of financing for agricultural producers, necessary for the development of the country's agricultural sector. One of the strategic objectives of KazAgro Holding is the concentration and direction of investments in solving the priority tasks of the agro-industrial complex, as well as increasing the efficiency of public investments in the agro-industrial sector. [4] Also, the President of the country was instructed to ensure an increase in food exports by 40% by 2021 by diversifying agricultural production. These tasks should be implemented in the framework of the new state program for the development of the agro-industrial complex. [1]

Government subsidies in the field of agriculture and the agro-industrial sector as a whole, first of all, should be directed to creating and stimulating the introduction of advanced technologies for the intensification of production (research, selection, elite seed production, livestock breeding, biotechnology, etc.). Another important area is the implementation of investment projects for the maintenance and development of large engineering factors of production (irrigation and reclamation systems, etc.). Currently, in the depressed and inefficient agricultural regions of Kazakhstan, the state provides microcredit for the rural population, including those aimed at the development of all forms of employment (for specific projects). The implementation of the above measures to improve the competitiveness of the agricultural sector contributed to the successful entry of Kazakhstan into the World Trade Organization and the strategic goal of our country to become one of the 30 most competitive countries in the world.

The main factor limiting the renewal of agricultural machinery is the low profitability of agro-industrial production due to the instability of the price situation in the markets for agricultural products. Given the high degree of wear and tear on agricultural machinery, it is necessary to increase the volume of investments in their renewal based on innovations in an accelerated mode through the implementation of a system of measures to increase the purchasing power of agricultural producers and reduce the cost of acquiring material and technical resources.

Components of the system of material and technical support of the agro-industrial complex are: the production of high-quality material and technical resources and in quantities sufficient to maximize meet the needs of agricultural and processing enterprises; the sphere of distribution of material and technical resources, ensuring and regulating the supply of resources for the production process; production and

financial, scientific, information and practical advice to enterprises of the agroindustrial complex, providing industrial entities with a different range of services, repair and mechanical services should ensure the working condition of a large and complex fleet of equipment, machinery of agricultural and processing enterprises through repair and modernization.

Modernization of the organizational structure based on the functional approach involves a gradual change in the type of organizational and functional structures of the agro-industrial holding through the use of step-by-step improvement of business functions on the basis of monitoring the external environment, making appropriate adjustments to individual business processes, taking into account the transformation of business functions, identifying key competencies and developing dynamic core competencies that are the foundation of agro-industrial competitiveness Shlenov holding. Creating a new organizational structure involves a fundamental change based on the use of functional outsourcing and the associated restructuring of the business process system. In the case when the use of key competencies is inexpedient, a new organizational structure of management is formed, based on the selection of ns of functions of strategic importance for an economic entity and their transfer to functional outsourcing.

Modernization of the organizational structure of the agro-industrial holding - cssnadpra ~ shenpy and consistent process, therefore, the goals implemented in the course of the modernization of the organizational structure will be hierarchical. The development of agricultural cooperation is one of the effective ways to solve this problem. There is not a single example of successful development of agriculture in the world without the broad cooperation of small farmers.

Now these issues are resolved at the legislative level. Thus, the Law of the Republic of Kazakhstan "On Agricultural Cooperation" adopted in 2015 allows small farmers to unite and be of general interest as a separate business entity.

By legislative measures to stimulate cooperation, it is necessary to carry out active explanatory and advisory work (clarification of legislation, preparation of draft contracts, calculations for shares, study of best foreign experience, etc.) about the advantages of association into cooperatives, practical measures for the creation of agricultural entities.

An additional measure to encourage cooperation may be the possibility of subsidies to farmers in the cooperative without direct property participation (who have introduced the right to use as a share).

In addition, it is advisable to establish joint ventures with the largest cooperatives of developed countries, the entry of Kazakh agricultural enterprises in the number of participants in international cooperatives. This will allow us to learn from experience and gain access to significant resources, distribution channels, modern methods of increasing productivity.

To increase the investment attractiveness of the agricultural sector, it is necessary to introduce a number of financial instruments aimed at cheapening loans attracted to finance agricultural projects and instruments to reduce the risk of lenders and investors. Due to the low competitiveness of agricultural products, a high proportion of imports of basic foodstuffs remains in the domestic market.

Thus, in the regulation of agriculture and the development of the agrarian sector as a whole, the state and government support plays a crucial role. At the moment, the basic act of legislation in this area is the basic law of the Republic of Kazakhstan "On state regulation of the development of the agro-industrial complex and rural territories" (as amended on April 28, 2016 No. 506-V), which defines both the legal and economic bases for the implementation of state regulation agricultural sector of the country.

Regulation of the agricultural sector must be considered comprehensively, taking into account the entire system of the agro-industrial complex of the country. Since independence, Kazakhstan, like other post-Soviet states, has begun to modernize the economy and reform all sectors of the economy. In a market economy, the agrarian sector requires an optimal combination of state regulation and market levers, which necessitates the development of a theory of stabilization and improvement of the practice of state influence on macro- and microeconomic processes in agriculture and related industries.

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МОДЕРНИЗАЦИЯ ОРГАНИЗАЦИОННОЙ СТРУКТУРЫ УПРАВЛЕНИЯ ПРЕДПРИЯТИЙ АГРОПРОМЫШЛЕННОГО КОМПЛЕКСА

Аннотация. Согласно исследованию авторов основой совершенствования организационной структуры управления агропромышленного предприятия становится выявление функциональной значимости сельхозпредприятия. В результате формирования новой организационной структуры управления агропромышленным предприятием, повысится эффективность функционирования предприятия. Модернизация организационной структуры управления будет способствовать достижению и поддержанию агропромышленным предприятием конкурентоспособности в краткосрочном периоде, однако в долгосрочном периоде потребуются развитие базовых и создание новых ключевых компетенций. Для чего потребуются финансовая государственная поддержка сельского хозяйства. Национальный холдинг «КазАгро» выступает в качестве инфраструктурного инвестора и источника финансирования для сельскохозяйственных производителей, необходимой для развития сельскохозяйственного сектора страны. Однако, государственное субсидирование в сфере сельского хозяйства и АПК необходимо направить на создание и стимулирование внедрения прогрессивных технологий для интенсификации производства и модернизацию организационной структуры управления.

Ключевые слова: сельское хозяйство, модернизация, управление, организационная структура, бизнес, устойчивое развитие.

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АГРО-ӨНДІРІСТІК КЕШЕНДІҢ КӘСІПОРЫНДАРЫН ҰЙЫМДАСТЫРЫЛЫҚ ҚҰРЫЛЫМЫН БАСҚАРУДЫ ЖАҢҒЫРТУ

Аннотация. Авторлардың зерттеуіне сәйкес, агроөнеркәсіптік кәсіпорынды басқарудың ұйымдық құрылымын жетілдіру үшін негіз ауыл шаруашылығы кәсіпорынының функционалдық маңыздылығын анықтау болып табылады. Агроөнеркәсіптік кәсіпорынды басқарудың жаңа ұйымдастырушылық құрылымын қалыптастыру нәтижесінде кәсіпорынның тиімділігі артады. Басқарудың ұйымдастырушылық құрылымын жаңғырту қысқа мерзімде агроөнеркәсіптік кәсіпорынның бәсекеге қабілеттілігіне қол жеткізуге және қолдауға ықпал етеді, бірақ ұзақ мерзімді перспективада негізгі және жаңа негізгі құзыреттерді дамыту қажет болады. Неліктен ауыл шаруашылығына қаржылай қолдау көрсету қажет? «КазАгро» ұлттық холдингі еліміздің агроөнеркәсіптік кешенін дамыту үшін қажетті инфрақұрылымдық инвестор және ауыл шаруашылығы тауарын өндірушілер үшін қаржыландыру көзі болып табылады. Дегенмен, ауыл шаруашылығы және агроөнеркәсіптік кешен саласындағы мемлекеттік субсидиялар өндірісті қарқынды және басқарудың ұйымдық құрылымын жаңғырту үшін алдыңғы қатарлы технологияларды енгізуді ынталандыруға бағытталуы керек.

Түйінді сөздер: ауыл шаруашылығы, жаңғырту, басқару, ұйымдық құрылым, бизнес, орнықты даму.

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