



Improvement Of Organizational Economic Mechanisms Of Transformation Of Energy Resources Markets.

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ABSTRACT

Economic management tools are understood as methods and ways of influencing the object of management with the help of a specific comparison of costs and results (material incentives and sanctions, financing and lending, wages, cost, profit, price). Under the organizational tools of enterprise management are understood methods and methods of direct influence, which are of a directive, mandatory nature, based on discipline, response-bility, power and coercion

ARTICLE INFO

Received: 30th March 2024

Accepted: 4th May 2024

KEY WORDS: Market, balanced, coordinat, development, energy enterprises, overcome.

The subjects of governance at the national level are the executive authorities (Government of the Republic of Armenia, Ministry of Territorial Administration and Infrastructure of the Republic of Armenia) and legislative authorities. The object of management at the national level is the energy security of the country, the electricity market, energy enterprises.

The goal of management at the national level is to ensure the country's energy security, develop the electricity market, balanced and coordinated development of energy enterprises, and overcome their main development problems.

Of course, at each level of management, the effectiveness of management tools for energy enterprises in a competitive environment should be high. The low efficiency of management tools for energy enterprises in a competitive environment at one of the levels of management adversely affects the efficiency of management of the electric power industry as a whole, jeopardizes energy security and reliable power supply to consumers. The organizational and economic mechanism for managing an enterprise in a competitive environment is developed as a project (management technology), its essence and algorithm of work are described in the organizational and methodological documentation and the mandatory use of it is established by regulatory documentation.

At the first level of management, the Government of the Republic of Armenia and a specially created management body, the Commission for the Development and Implementation of the Smart Grid Concept in Armenia, operate. The commission includes representatives of energy enterprises, representatives of the Ministry of Territorial Administration and Infrastructure of the Republic of Armenia, scientists and representatives of research institutes. At the second level of management, energy enterprises, power engineering enterprises, research institutes and universities operate. The first two levels refer to the strategic level of management, they develop and approve the main provisions of the Smart Grid concept in Armenia, the goals and objectives of the implementation of the concept, the main stages of implementation. At the third level of management, local self-government bodies, the regional energy commission, and branches of energy enterprises operate. This level of management receives the main strategic guidelines for the implementation of the Smart Grid concept, determines how they can be implemented at the regional level, determines and coordinates the activities of power supply companies, electricity consumers, and enterprises that own small-

scale energy facilities to implement the Smart Grid concept. The third and fourth levels of management relate to the operational management of the development and implementation of the Smart Grid concept in Armenia. At the operational level of the development and implementation of the Smart Grid concept in Armenia, the following activities are being implemented:

- providing municipal and executive heads of energy enterprises to organize meetings and carry out organized and coordinated actions to reduce carbon dioxide emissions;
 - promotion of the positive experience gained in the implementation of a pilot innovative project in the electric power industry;
 - construction of small-capacity gas turbines (up to 30 MW) for combined power supply;
 - implementation of pilot innovative projects for the development of the electric power industry;
 - renewal of power equipment of power plants of all types and systems of transport, transmission and distribution of electrical and thermal energy;
 - strengthening of technological discipline and the procedure for compliance with regulations, rules for the operation and maintenance of power equipment;
 - increasing the level of professional competencies of technical personnel of energy enterprises;
 - development of a unified regional data transmission network in the system of state authorities and local self-government of regions;
- introduction of new information technologies into the practice of management activities.

A distinctive feature of the proposed organizational chart for the development and implementation of the Smart Grid concept in Armenia is:

- all participants in the process of developing and implementing the Smart Grid concept in Armenia are divided into two levels of management - strategic and operational, each of which is divided into two levels;
- the main directions of activity for the development and implementation of the Smart Grid concept in Armenia at the strategic and operational levels of management were determined.

The proposed organizational chart for the development and implementation of the Smart Grid concept in Armenia allows dividing all participants in the process into different levels of management and determining their main areas of activity, coordinating and streamlining the process of developing and implementing the Smart Grid concept in Armenia.

Thus, when forming an organizational and economic mechanism, three levels of management are distinguished: national (country level), regional (regional level) and local (enterprise level). At each level of management in the organizational and economic mechanism, there are various objects of management, subjects of management, management tools and management goals. The organizational and economic mechanism for managing energy enterprises in a competitive environment ensures the effective interaction of elements of management systems at the national, regional and local levels and the effective use of tools for managing energy.

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