

## Efficiency of Strategic Management of Enterprises in Uzbekistan

*Usmanov I. A.*

*Professor, Samarkand State Institute of Architecture and Civil Engineering, Samarkand, Uzbekistan*

**Abstract:** The article deals with the issues of strategic management of enterprises, its advantages and disadvantages in a market economy. The effectiveness of strategic management of enterprises in the harsh conditions of competition and market conquest has been proven.

**Keywords:** business, strategy, planning, management, efficiency.

Very often the concept of efficiency is used in the financial and economic field of management, which is an exact discipline and operates with numbers, formulas, and coefficients. Therefore, a certain stereotype has developed, and when it comes to the effectiveness of enterprise management, people expect to receive a formula with exact data in which all these data are added, subtracted, multiplied and divided. At the end, a certain coefficient should be obtained that reflects the effectiveness of management. This method can be used to measure the effectiveness of management, for example, investments, capital, working capital, but this approach is unacceptable for understanding the overall effectiveness of enterprise management. Studying the overall effectiveness of management

Enterprise, we will get a number of indicators, some of which will be expressed in numbers, others are expressed in verbal formulations. These indicators can only be useful to those who have a sufficient level of experience and qualifications in management and can catch directions, trends and draw a general conclusion. On April 21, 2019, the law "On Strategic Planning" was approved in our republic, developed by the Ministry of Economy and Industry. It consists of 44 articles and regulates relations between public authorities and administrations, as well as other organizations and individuals in the process of strategic planning in the republic. The purpose of this law is to regulate relations between public authorities and administration, as well as other organizations and individuals in the process of strategic planning in the Republic of Uzbekistan. The main objectives of the law are:

- regulation and coordination of activities of public authorities and administration, their interaction with other organizations and individuals in the process of strategic planning;
- ensuring the purposeful and orderly impact of state authorities and administration, as well as other organizations and individuals on achieving the established goals of the socio-economic development of the Republic of Uzbekistan, its regions, industries and sectors of the economy;
- defining the powers and responsibilities of public authorities of all

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- levels and management for decisions made in the process of strategic planning;
- choice of options, formation and implementation of measures to achieve the goals

socio-economic development of the Republic of Uzbekistan, regions, industries and sectors of the economy, determining the resources necessary for this, taking into account ensuring their effective use. But to the goal you need to pave the way - certain directions of the organization's actions.

The path to a long-term goal consists of many transitional stages. A step-by-step transition from one stage to another is planned taking into account the capabilities of the organization, the state of the market and the influence of competitors. This is the strategic development plan. At the moment, there is more negative attitude towards strategic plans and strategic planning, and this pours a balm on the soul of those entrepreneurs who

Which the development and formalization of such plans is a terrible torment. In my opinion, the negative attitude towards strategic planning is another bias, and it arose as a reaction to the failures of corporations that replaced live activity in

Strategic area bureaucratized planning system. One of the great commanders expressed the idea that plans in most cases lose their relevance as soon as hostilities begin. But, at the same time, he emphasized the great importance of the planning process, during which many

Scenarios of a possible development of events, resources and capabilities are thought out and calculated, the interaction of units is being worked out, thereby high-quality preparation for the upcoming military operations is carried out. The same substance for a person can be both a poison and a medicine - it all depends on the dose and method of application. The same is the case with strategic planning. If the attitude to the strategic plan is like a formal document, which is drawn up once a year or several years and must be strictly observed

Once approved, such planning is poison to the organization. In this case

The effectiveness of enterprise management will be unsatisfactory and disastrous for 429 enterprises. And if strategic planning is viewed as a process of teaching an organization to predict events, preparing for conducting competitive hostilities, and the plan itself is a strategic guideline that must be adjusted in the implementation process, then this approach brings the enterprise more Benefit. In this case, the efficiency of enterprise management is significantly increased. Many businessmen have entrepreneurial talent, that is, they correctly determine the strategic priorities for business development on an intuitive level, and such strategies are beneficial for the enterprise. But one should not confuse intuitive foresight with management based on this foresight. If the directions of development are unknown to the employees of the enterprise, there is no sense of strategic

Direction, the strategy is not divided into goals and objectives of each department and employee, then I call this the intuitive control of one person. In reality, such intuitive strategic management is possible only up to a certain size of the business. Since many management decisions are based on strategic

Landmarks, conscious correct decisions can only be made by a business manager. At the initial stage of development of an enterprise or organization, as a rule, a directive management style is used, and all important business processes are closed to the manager. The directive style of management means management through direct instructions.

A typical picture of directive management. The subordinate, having received a direct instruction to perform something, is obliged to begin to perform it. At the same time, the formulation of the

problem assumes a certain scenario for the development of the situation. If the development of the situation deviates from the scenario, then the subordinate becomes at a standstill and is forced to disturb the leader again so that he makes a decision and gives him new instructions. While there are not so many subordinates, and business processes are all in sight, the owner copes with this

A stream of requests for decision-making and issuance of instructions. But as soon as the business begins to grow, the manager becomes a "brake to processes." Subordinates wait hours and days for decisions, while processes are frozen at this time, as the main decision-making center is overloaded.

I will not dwell on the emotional aspects of this situation, but when the owner feels like a driven horse, I will say that such a situation is extremely harmful for the business and can lead to serious economic losses and provoke problems at the strategic level - serious complications in relations with customers, suppliers, within the team, deterioration of brand image and so on.

The effectiveness of the directive management of an enterprise sharply rushes to zero as soon as the enterprise moves to a certain border of business activity. When an enterprise has a strategic vision, strategic

Landmarks, then the enterprise must be carried out along the chosen path to the desired goal as quickly as possible at the lowest cost. These are the tasks of operational-tactical control.

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