



## **MODERN MANAGEMENT SYSTEM IN LARGE COMPANIES OF THE REPUBLIC OF UZBEKISTAN**

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### **ABSTRACT**

*The article is the result of a dissertation research in the field of management of large business entities. This article presents the results of a study carried out in the management system of the Association of Light Industry of the Republic of Uzbekistan. The article covers statistical data and results on technical and economic indicators for 2015-2019 at the enterprises of the Uztekstilprom Association.*

**KEYWORDS:** Technical and economic indicators, analysis of the enterprise's, effectiveness, production capacity, Uztekstilprom Association.

**INTRODUCTION.** The problems of personnel management and the patterns of management activity have been the subject of research by scientists throughout the 20th century and are vital at the present time.

The economic reforms carried out in Uzbekistan have significantly changed the status of the organization as the main link in the economy, new economic and legal regulators have appeared. In this regard, relations in the management system of the company have changed, which necessitated the use of new management mechanisms in the emerging market environment.

As the President of the Republic of Uzbekistan Sh.Mirziyoyev notes: "We have a lot to do to improve the quality of the management system and to fully establish the fundamental principle in society:" It is not the people who should serve the state bodies, but the state bodies must serve the people. "

Managing a company in modern economic conditions, when fairly rapid and not always predictable changes in the external environment occur, is an art. But it is an art that requires managers to master new methods and skills in the field of strategic management. In addition, the current economic situation leads to a different understanding of the firm's management system [4,5].



In this regard, the head of our state Sh.M. Mirziyoyev in his Decree "Strategy of actions in five priority directions of development of the Republic of Uzbekistan in 2017-2021" in the first priority direction of development and liberalization of the economy noted that it is necessary to broadly "improve the system" Electronic government ", Increasing the efficiency, quality and availability of public services for the population and business entities."

In the conditions of the dynamism of modern production and society, management should be in a state of continuous development. The economic stability of the organization and the efficiency of all its divisions in the conditions of market relations are closely related to its continuous improvement and adaptation to the external environment. Since control is a specific function, it is implemented by certain elements of the system [4].

According to domestic specialists in the field of management, the efficiency of the activities of many organizations in Uzbekistan in modern economic conditions remains low or even unprofitable. The reason for this may be that the leaders do not fully understand the modern management system.

The relevance of the chosen topic lies in the fact that in the conditions of acceleration and complication of the processes occurring in the market, the organization needs to develop qualitatively new methods of solving emerging management and other problems. In the entrepreneurial activity of the company, problems constantly arise due to the expediency of a more complete satisfaction of the needs of existing and potential buyers in the necessary goods. The problem of the strategic success of the enterprise, the creation and retention of competitive advantages is one of the most urgent problems. The solution of such problems and is intended to contribute to an effective management system, as the basis for improving the activities of the organization.

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

**Results.** Analysis of the enterprise's activities showed that the Uztekstilprom association has an opportunity for further development. It is necessary to conduct marketing research, look for new sales markets, apply new information technologies in work. And, of course, each manager, working with specific clients, should listen to the needs, suggestions or,



conversely, complaints, and the management should offer their ideas for improving all activities based on the wishes of the client.

Any activity of the company is built on the basis of the organizational structure, which in turn reflects all the connections and job responsibilities of employees. Therefore, it is necessary to track changes in the external and internal environment, and change as a result of the actions of these factors.

Association "Uztekstilprom" is developing, it is on the right track, but there are also certain problems that affect the effectiveness of the development of the enterprise. The enterprise uses a linear-functional management structure. The Uztekstilprom Association is a small enterprise, an organization with a mass production type, therefore, such a management structure is acceptable for it. But this structure has its drawbacks: a discrepancy between the responsibility and authority of the heads of different levels and departments is allowed, the specifics of the work of various departments are not taken into account, and irrational information flows are formed [3].

Problems were also identified:

- flaws in advertising policy;
- poor staff motivation;
- high staff turnover;

During the analysis of the external and internal environment, it was revealed that in order to improve and improve the management system, it is necessary to carry out the following series of measures:

1. Strengthening of advertising policy.

- Placing an advertising video on TV (the main principles are forecasting performance indicators, reporting on campaigns, reaching, achieving, buying ratings, a flexible planning and placement system.

- Souvenirs and entertainment products, calendars for 2020 (development of a list of current and thematic products).

- Printing products - flyers, leaflets, posters, catalogs, booklets, etc .;
- Press - tabs, promotional articles and layouts.
- Radio.
- Advertising on stands, poles.



- Promotion of the company's website.

Thus, we can conclude that advertising activities, brand promotion and improvement of marketing activities will contribute to the development of the studied enterprise. As part of the overall marketing and advertising strategy for 2020, more specific, detailed action plans and budgets for individual products and assortments may be developed.

**Analysis.** The effectiveness of an organization's economic activity is ultimately determined by its financial condition. It is in the indicators of the financial condition that the level of use of capital and labor is reflected, the position of settlements and the formation of proceeds, taxes, payments and fees for the amount of net profit as a source of creation of accumulation funds and the social sphere of the organization, for its solvency. The Uztekstilprom Association, which produces most of the industry's products, has grown by an average of 2.17 times. (Table 1)

Table 1.

**Fulfillment of the main technical and economic indicators for 2015-2019. on the enterprises of the Association "Uztekstilprom"**

№	Indicators	Unit of measurement	Years				
			2015	2016	2017	2018	2019
1	Commercial products at comparable prices	bln UZS	2 592,0	3 164,3	3 733,8	10 136,1	12 301,2
2	Common consumption goods	bln UZS	904,9	1 329,1	1 941,6	5 574,9	7 011,9
3	Production of products:						
	Cotton yarn	thousand tons	257,8	307,2	348,6	403,7	448,9
4	Cotton ready-made fabrics	million sq. m.	246,9	258,3	285,7	302,6	348,9
5	Knitted fabric	thousand tons	37,3	41,2	51,1	69,9	89,9



6	Sewing and jerseys	million pieces	294,8	339,6	391,6	452,3	536,0
7	Hosiery	million pairs	39,2	47,9	64,0	102	135,0
8	Export	USD million	<b>861,9</b>	<b>868,2</b>	<b>1</b> <b>146,5</b>	<b>1 169,0</b>	<b>1 602,6</b>

From table. 1. it can be seen that the production volumes of enterprises belonging to the structure of the association are: - processing of 706 thousand tons of cotton fiber and the output of 510 million square meters. meters of fabrics of various assortments, including:

- knitted fabrics - 89 enterprises;
- finished knitwear - 495 enterprises;
- sewing products - 354 enterprises;
- hosiery - 54 enterprises;
- textile haberdashery - 20 enterprises.

Uzbek textile products are exported to more than 55 countries of the world. The main export markets are the CIS countries, primarily Russia, as well as the countries of Latin America, the EU, the Republic of Korea, China, Singapore, Iran, Israel, the USA and others. In 2016, new sales markets were developed - Pakistan, Georgia, Croatia, Nigeria and a number of others. Russia and the CIS countries are the largest importers of products from Uzbek textile enterprises.

They account for more than 51% of all supplies, 21% are exported to the countries of South Asia, over 12% to Europe, 8% to the Middle East and Africa.

Export performance of textile and garment and knitwear products in 2017 amounted to USD 1.3 billion.



**Table 2.**

**Forecasted production volumes of commercial products for 2018-2021**

(billion soums)

No	Enterprises	2020y.	2021y.	2022 y. Forecast	2023y. Forecast	2024 Forecast	Pace growth, %
1	Industrial production	10 87	12 41	4 269	16 553	19 201	116,0
	products at comparable prices,						
1.1	Total by association	2 879,4	4 38,4	4 862,2	5 639,8	6 542,2	116,0
1.2.	including by:	7 688 8	202,4	9 668,0	10 913,0	12 658,7	116,0
	Large enterprises						
	Small businesses	23	30,2	34,3	35,6	37,2	104,5
	including by:	688,5	1562,8	2 150,4	2 581,4	2 608,2	100,0

From table. 2. You can see that in the last three years alone, 92 industrial enterprises with a total value of \$ 575.3 million and with an export potential of \$ 215.8 million have been commissioned. At the same time, more than 11.6 thousand jobs were created. In particular, this was achieved through the creation of a joint venture Indorama Kokand Textile on the basis of the Kokand textile plant with a production capacity of 29 thousand tons of yarn per year. In addition, in the Khorezm region, the Uztex Group jointly with the Swiss capital company organized the production of 12 thousand tons of cotton yarn per year [2].

Currently, the production capacity of the industry is 450 thousand tons of yarn, 296 million square meters of fabrics, 90 thousand tons of knitted fabrics and 270.2 million units of garments and knitwear per year. Modern design along with high technical characteristics makes the products of light industry enterprises the most attractive and allows them to occupy their own niche in the international market, to compete at the highest level with world brands. According to the Uztexstilprom Association, by 2020 Uzbekistan plans to implement more than 80 projects in the field of light industry with a total value of over one billion dollars. For this, the Program for the Development of the Textile and Light Industry



for 2015-2020 has been developed. Its implementation will increase the export potential of the country's textile industry by more than 1.8 times.

The results of the first half of this year also show how the industry is developing in stages and dynamically in line with the adopted state programs. In particular, as a result of the implementation of measures to expand the range of manufactured consumer goods in the textile industry, in the first six months of 2019, the production of 38 new types and 174 new models of ready-made garments and knitwear was mastered.

The measures taken to stimulate and support enterprises of the real sector in the implementation of modernization and strengthening of the material and technical base contributed to the dynamic development of the textile industry, whose enterprises in January-June of this year produced goods for 4 399.8 billion soums, including cotton - for 1 185 , 9 billion soums and knitwear - for 400.5 billion soums, the garment industry - for 1,113.1 billion soums, and so on.

In addition, compared with the corresponding period of last year, large enterprises of light industry increased the production of cotton twisted yarn not packaged for retail sale - by 1.3 times, knitted fabrics piled and terry - by 3.2 percent, garments and knitwear in total - 1.2 times, including knitted and crocheted outerwear - 2.1 times, workwear - 1.6 times. However, according to experts, despite all this, the light industry of Uzbekistan still has a significant unrealized investment potential, all the conditions for further accelerated growth. The main target for further work is to increase the production of goods for the domestic market in order to meet the growing needs of the population [1].

**Discussion.** The disadvantage of the approaches of different schools to management is that they focus on only one important element, and do not consider the effectiveness of management as a result, depending on many different factors. The application of systems theory to management allowed managers to see the organization in the unity of its constituent parts, which inextricably interact with the outside world. This theory also helped to integrate the contributions of all schools that dominated management theory and practice at various times.

The management system is the process of creating, improving and maintaining the functioning of the organizational structure for the implementation of the adopted management decision and the developed action plan.



The organizational mechanism of the "Uztekstilprom" association ensures the complex use of management methods, has a specific structure, promotes rational division of labor and is the basis for planning and distribution of work with the establishment of a correspondence between the organizational structure and a list of specific tasks.

Within the framework of a control system, a wide variety of connections exist between its controlling and controlled subsystems. Through these connections, the action of the control mechanism is carried out, which is understood as a set of means and methods of influencing a controlled object in order to activate it, as well as the motives of the behavior of personnel as its most important element (interests, values, attitudes, aspirations). The management system in the organization is endowed with certain properties necessary for its full functioning. The complexity of the structure of the system determines the complexity of its behavior, which in turn means the limit of reliability, noise immunity, controllability and other properties of the system, i.e. the limit of viability and potential effectiveness of complex systems, in this case, management systems and their organizational structures of the Uztekstilprom Association.

The value of a systematic approach for managing an organization lies in the fact that, firstly, the leader strives to achieve the overall performance of the entire organization and to prevent the private interests of any one element of the organization from damaging the overall success. Second, he must achieve this in an organizational environment that always creates conflicting goals.

A systematic approach to the organization of management requires a transition from disparate, private models of the economy, an isolated consideration of economic categories and individual private issues to a general concept that allows you to see the entire system of connections and relations in the economy, determining the best ways of its development and contributing to the implementation of the outlined plans. The same approach should be used when making decisions at the level of the Uztekstilprom association.

When implementing the resulting concept, special attention should be paid to such parts of the management system as:

- structure of informal relations in the organization. Taking it into account when carrying out transformations can seriously increase their effectiveness;



- the style of leadership used by management in the organization; when carrying out restructuring, a style that is maximally focused on the task is recommended;

-conducting restructuring is the most favorable moment for developing an organizational culture.

It also requires a thorough analysis of the organizational potential, identification of its strengths and weaknesses. To ensure that the restructuring process can be able to maximize the strengths of the organization and eliminate weaknesses.

When changing the job descriptions of various departments and job positions, it is necessary to conduct a thorough analysis in each specific case and achieve a balanced management system with a minimum degree of duplication of authority.

The resulting combined network model combines elements of a stable and dynamic network.

Within the organization, a project-oriented organizational structure is created, the heads of flows become the central link of the linear structure of the enterprise.

This system provides the following advantages over the divisional structure of the company. Formalization of business processes in the organization and, accordingly, the identification of profit and cost centers, reducing the level of flexibility, overhead costs, increasing productivity, improving response to changing market conditions.

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