



## INCREASING THE EFFICIENCY OF MANAGEMENT IN ENTERPRISES

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### Abstract

This article describes the effectiveness of strategic management of enterprises, the factors affecting it, ways to increase the competitiveness of enterprises, and the issues of improving the organizational and economic mechanisms of management.

**Keywords:** Strategic management, enterprise activity, competitiveness, trend, management efficiency, internal and external factors.

### INTRODUCTION

Currently, the importance of strategic management in the practice of enterprises is increasing. This is due to the expansion of their authority and increased responsibility for their economic situation. The quality of modern management determines the efficiency of enterprises. Therefore, attracting the most modern equipment and technologies to enterprises is considered one of the priority tasks today.

Nowadays, most of the enterprises need to develop the concept, strategy and program of their development.

The long-term success of any enterprise depends on the developed strategy. If the development strategy of the enterprise is not developed with one or another error, this situation does not allow the enterprise to take a stable and strong position in the market. Modern science and practice have extensive experience in strategic planning and management, but many strategies still cannot adapt to the changing conditions of the external and internal environment. This shows that not all problems of strategic management have been solved yet, which is primarily related to the development of mechanisms of strategic stability of enterprise development [2].

### MATERIALS AND METHODS

In the strategic management system, it is assumed that the company's future activity will be determined based on the study of retrospective indicators and the application of the extrapolation method. Extrapolation is the introduction of trends established in the past for the future period. In other words, when developing a forecast, it is assumed that the conditions of the enterprise's activity will not deteriorate in the future, that is, the end of the enterprise's activity will be good compared to the





previous periods. This is the manifestation of the tendency (trend) that increases the development of the enterprise [3].

To evaluate the future stability of the enterprise, a complex integral indicator representing the development tendency (trend) is used; an extended system of indicators is used for deeper analysis and reserve identification. Thus, the assessment of the future stability of the enterprise - implies the assessment of various aspects of the enterprise's activity, moreover, such an assessment is carried out in dynamics and space.

In the works of foreign scientists R. S. Kaplan, D. P. Norton, issues of increasing the efficiency of the enterprise and developing economic activity in the strategic management system are widely covered [2]. In the views of these scientists, the main focus is on assessing the main features of the strategic management system for the enterprise and organization, its effectiveness.

In the views of I. Ansoff, in the strategic management system, the study of the prospects of the enterprise and the evaluation of the factors affecting them are important [3]. In his opinion, it is necessary for the enterprise to always work with risk, to make forecasts for its long-term activity, and to use the extrapolation method. According to M. Porter, the role of innovations in the development of companies, the features of their application, the continuous introduction of only innovations for the sustainable development of the company, and the impact of innovation on the achievement of a competitive advantage of companies have been studied [4].

## RESULTS AND DISCUSSION

Creating an understanding of the enterprise has important economic value. Many literatures present different opinions about the enterprise. For example, in the textbook "Corporate Economics" by R.S.Muratov, I.A.Djalolova, S.Sh.Oripov, the enterprise is defined as follows. An enterprise is an independent economic entity that produces products, performs work, and provides services in order to satisfy social requirements and obtain net profit[5]. defined. An enterprise is a legal entity, which is considered the main link of society, produces products based on the use of private resources, exchanges, performs other work and services, takes decisions on its activities and is responsible for it, in order to satisfy the demand of the population and obtain profit or perform other social functions. In our opinion, a legal entity that produces and sells products or exchanges products, performs work, provides services, competition and all forms of ownership on the basis of the use of property belonging to it by the right of ownership or the right to fully manage the economy, in accordance



with the current laws an independent economic entity carrying out its activities is an enterprise.

Based on the above, the enterprise maintains social, economic and political relations with the state, citizens and legal entities during its activities and makes a significant contribution to the sustainable development of the national economy.

Currently, the development of the enterprise can be achieved only with the continuous introduction of innovations. M. Porter defined the role of innovation in companies' achievement of competitive advantage as follows: "...a company gains competitive advantage through innovation. They approach newly introduced procedures using both new technologies and new ways of working in a broad sense. Once a company has gained a competitive advantage through innovation, it can maintain that advantage only through regular improvements. Competitors will immediately and surely bypass any company that stops improving and introducing innovations" [4].

The competitiveness of the enterprise means the production and sale of goods that are more attractive to consumers than the goods of competitors. Continuous monitoring of the competitive environment is a necessary condition for production to satisfy needs in the most efficient way. Conclusions about the state of the competitive environment are the basis for the development of the enterprise's innovation policy.

In essence, the advantage achieved over competitors is due to innovation, and therefore, the ability to introduce new elements that provide any advantage over competitors in the enterprise's activity is a necessary organizer of the competitiveness of this enterprise.

It can be said that the stability of the enterprise is the competitiveness distributed over time. In small intervals of time, these two concepts have equal power.

The production potential expressed in the organization of production, labor and management of the enterprise, its technical and technological capabilities is an element that ensures timely innovation. The higher the production potential of the enterprise, the lower the level of the share of costs for product production and its quality. The quality of the produced product, which is higher than the quality of competitors' goods, is a material representation of the innovative potential.





**Table 1. Analysis of factors affecting the stability of enterprises**

No	Factors	The results of the influence of factors
1.	Knowledge and skills	The lack of knowledge and skills in production enterprises, precisely in terms of management (laws of the market economy), prevents the introduction of innovative management.
2.	Level of concentration	The higher the degree of centralization, the lower the level limits the ability of managers to think creatively and take a creative approach to management.
3.	Communication system	Poor organization of the communication system or the manager's inability to use it effectively causes the problem of timely delivery of information and news in some cases.
4.	Contractual relations	Managers and employees do not know exactly the tasks and do not follow them, which hinders the development of the management process.
5.	Interest in innovation	Low interest in innovation by managers, that is, low flexibility in management.
6.	Encouragement	Inadequate development of the incentive system in management reduces the interest in introducing innovative management.

## CONCLUSION

In conclusion, it can be said that in order to achieve efficiency in the management of the enterprise, first of all, it is necessary to clearly define the goals of management, as well as the means and methods of achieving it. Production of high-quality and competitive products at the lowest cost ensures maximum profit and avoids crisis and is the main task of every enterprise. All tasks of management should serve this purpose. The efficiency of management is achieved in many ways with the help of mutual relations between the objectives set before the enterprise and the tasks to be performed.

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