

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

International Scientific Journal Theoretical & Applied Science

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2023 Issue: 02 Volume: 118

Published: 17.02.2023 <http://T-Science.org>

Issue

Article



Muzaffar Kutlukovich Ziyaev

Tashkent Architecture and Civil Engineering Institute
doctor of economic sciences, professor, (TIACE),
«Economics and Real Estate Management» Department,
Tashkent, Republic of Uzbekistan

Abdurakhman Abdulahatovich Mirisaev

Tashkent Architecture and Civil Engineering Institute
Alfraganus university PhD in Economics,
Associate Professor, (TIACE),
«Economics and Real Estate Management» Department,
Tashkent, Republic of Uzbekistan,
abdurahmonm77@mail.ru

Zarina Rahmatilloeyva Aloyeva

Tashkent Architecture and Civil Engineering Institute
master, (TIACE), «Economics and Real Estate Management» Department,
Tashkent, Republic of Uzbekistan

SOME ISSUES IN STRATEGIC MANAGEMENT OF ENTERPRISES

Abstract: This article examines the effectiveness of strategic management of enterprises, the factors affecting it, methods for increasing the competitiveness of enterprises and the issues of improving the organizational and economic management mechanism.

Key words: strategic management, enterprise activity, innovation, integration indicators, strategy, estimation, sustainability of enterprise.

Language: English

Citation: Ziyaev, M. K., Mirisaev, A. A., & Aloyeva, Z. R. (2023). Some issues in strategic management of enterprises. *ISJ Theoretical & Applied Science*, 02 (118), 466-472.

Soi: <http://s-o-i.org/1.1/TAS-02-118-34> **Doi:**  <https://dx.doi.org/10.15863/TAS.2023.02.118.34>

Scopus ASCC: 2000.

Introduction

As we all know, the importance of strategic planning and management of business activities is increasing in the practice of enterprises today. As a result, their authority is increasing and the level of responsibility for their economic situation is increasing. 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 most important tasks today. The demand of the time dictates that most of the enterprises need to develop their own development concept, business strategy and development programs.

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

In the strategic management system, it is assumed that the future activity of the enterprise will

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

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 trend that increases the development of the enterprise [3].

To evaluate the future stability of the enterprise, a complex integral indicator representing the development trend (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 2017-2021, the Strategy of Actions for the further development of the Republic of Uzbekistan also sets priorities such as "deepening structural changes, increasing the competitiveness of enterprises and increasing the export potential"[1]. Effective execution of these tasks requires improvement of modern management mechanisms and efficiency of innovative activities of production enterprises.

Analysis of literature on the topic

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.

In M. Porter's views, 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 competitive advantages of companies have been researched[4],

In the views of R.S.Muratov, I.A.Djalolova, S.Sh.Oripov, the enterprise is considered as a separate object, and its content and essence, requirements for it, system of indicators, financial stability and management issues are detailed [5]. Management of enterprises and their requirements, principles, forms of management are evaluated.

I.O.Ulashev, Sh.A.Atamuradov's scientific views highlight problems of enterprise management mechanisms, suggestions for solving them, management methods, choosing the optimal option in management, evaluating management efficiency. [6], the scientific researches of G.Sh.Khonkeldieva covered the directions of management, evaluation of organizational and economic indicators, promotion and improvement of efficiency [7]. Based on international experiences, special attention is paid to ways of using modern methods of corporate management, formation of national structures, improvement of economic indicators.

In the views of R.R. Abduraupov, special attention is paid to scientific approaches to improve the mechanisms of managing the economic potential of foreign-invested enterprises in Uzbekistan [8].

Despite the carried-out research and scientific research, the issues aimed at assessing the factors influencing the development of the enterprise's efficiency and economic activity in the context of today's globalization and democratic market reforms in the strategic management system have not been systematically covered.

Research methodology

As a theoretical and methodological basis of this article, general economic literature and scientific articles, researches of economists on the issues of strategic management of enterprises, interviews with scientists and representatives of the field, analysis of their written and oral opinions, expert evaluation, observation of processes, systematic analysis of economic events and processes approach, by conducting a comparative analysis with the author's experiences, conclusions, suggestions and recommendations are given in the relevant directions.

In the process of studying the subject, in addition to general economic methods, special approaches to data structuring, such as comparison, compilation of theoretical and practical materials, and systematic analysis, were used.

Analysis and results

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 that is considered the main link of society, produces products based on the use of private resources, exchanges, performs other work and services, makes decisions on its activities and is responsible for it, in order to satisfy

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

the demand of the population and obtain profit or perform other social functions. is an economic entity of various sizes that has [6].

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 its own property based on the right of ownership or the right to fully manage the economy in accordance with the applicable laws an independent economic entity carrying out its activities is an enterprise.

Based on the above, the enterprise has 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: "...the 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 only maintain that advantage 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.

Enterprise sustainability is a complex economic category that characterizes its long-term effective operation (Figure 1) and is based on three elements: enterprise competitiveness, economic security, and economic efficiency. It should be noted that these elements are closely related and work together, but have different functional tasks. Competitiveness determines the potential of enterprise development, and stability determines the long-term perspective of the 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.

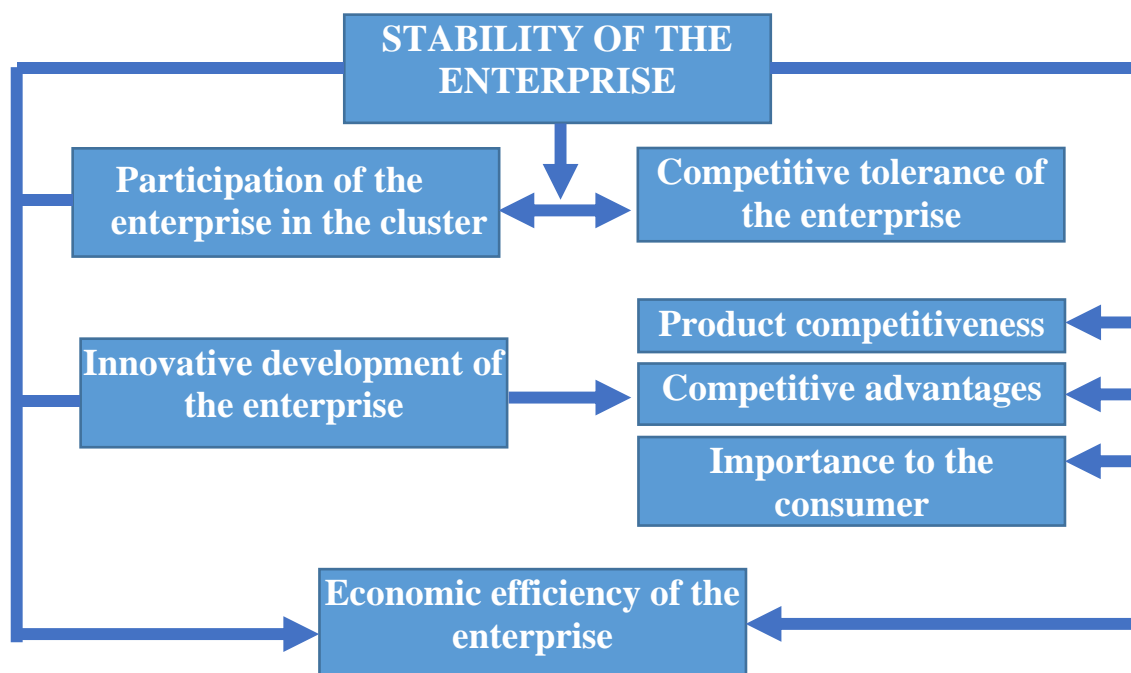


Figure 1. The structure of elements of enterprise stability (Compiled by the author)

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

The objective reasons caused by the need to transition to an innovative type of development of economic systems require a comprehensive solution to the problems of effective interaction of scientific, technical and economic factors in the entire innovation-investment process. In our opinion, the rational combination of technological and economic potentials is the central issue of managing the innovation-investment process.

Table 1 gives an assessment of the factors affecting the stability of the enterprise. It analyzes the main innovative trends in enterprises and the factors that negatively affect the introduction of innovations, as well as the factors that ensure the development and support of innovations.

The large number of factors makes it possible to classify them according to certain characteristics.

The external factors of the enterprise include: anti-crisis policy of the state in the economic sphere; demographic situation in the country; political stability; progress of science and technology; development of transport infrastructure.

Internal factors are formed in the internal environment of the enterprise, in its subsystems (employees, production, marketing, sales, finance, organizational structure). Management of internal factors allows the enterprise to determine the reserves of strengthening stability and to quickly manage production in case of changes in external factors.

Table 1. Analysis of factors affecting the stability of enterprise activity (Compiled by the author)

#	Factors	The results of the influence of factors
1.	Knowledge and skills	The lack of knowledge and skills in manufacturing enterprises in terms of management (laws of the market economy) leads to the introduction of innovative management prevents.
2.	Level of concentration	The high level of centralization limits the ability of lower-level 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 clearly know the assigned 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 leads to the introduction of innovative management reduces interest.

The systematic development of the enterprise is carried out by successively passing the stages from centralization to decentralization. This means that every element of the enterprise becomes planned and organized. In essence, the transition to a decentralized scheme of management by the enterprise changes the paradigm of management as a goal-directed external influence on the object to change it to another state.

Development of the elements of the enterprise to the level of independent decision-making in the conditions of an unknown external environment is the necessity of ensuring the competitiveness of the enterprise. On the other hand, the enterprise must have certain characteristics as a whole in the external environment, as a goal-oriented development. The main of them is controllability. In this regard, the management of an enterprise with a similar decentralization feature will have a different form, different from the traditional form.

Systematic management of enterprise development can be carried out in the following sequence of the characteristics being formed: flexibility - adaptability - competitiveness.

Implementation of innovative technologies in the activities of enterprises, use of strategic management methods serves to increase efficiency indicators and production volume.

According to the results of the analysis, in order to introduce strategic management of the innovative activities of enterprises, first of all, it is necessary to increase the knowledge and skills of management personnel, to reduce the level of centralization and to introduce new information technologies into the system of information exchange between stages, to increase the interest of management employees to innovation, to develop an incentive system, each it serves to ensure that the manager clearly and completely understands the tasks assigned to him and

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

to fulfill them on time, to reduce the level of informal communication [7].

The economic efficiency of investments is a component of the overall production efficiency. The main task is to bring as much profit and return as possible to investments in various levels of economic activity. Deviation from this rule can lead to the loss of resources, the destruction of past and present work of society.

The need to evaluate the economic efficiency of investments arises in all cases, such as new construction requiring additional capital investments, expansion of existing production, restoration and technical rearmament, modernization of production and development of organizational and technical measures. Sometimes, the production of a new type of products also requires investment and other funds, which means a preliminary assessment of the ratio of costs and results [8].

When assessing the economic efficiency of investments, enterprises must solve two tasks:

the first is to assess the effectiveness of the investment project, which creates the opportunity to choose the most optimal option in terms of the payback period and profitability of capital investments;

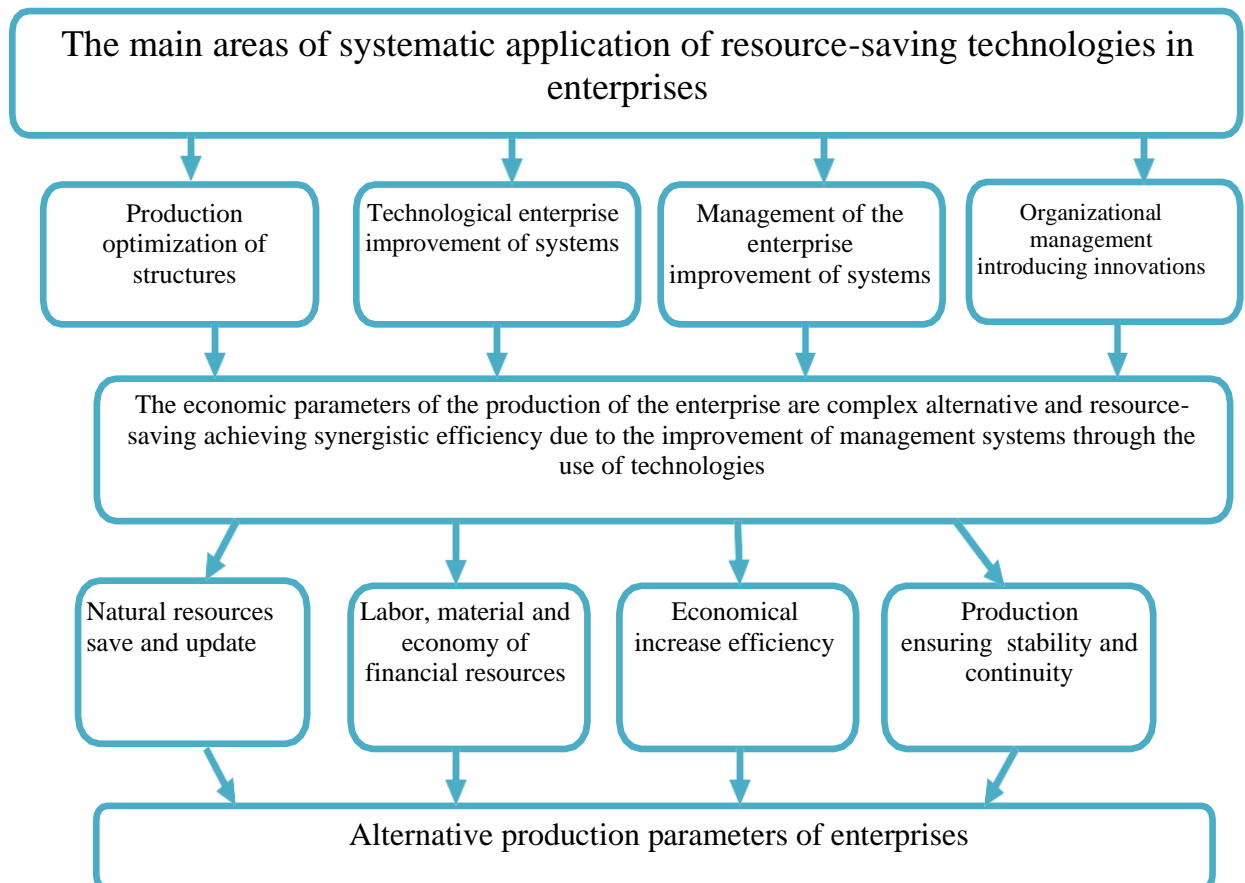
the second is to evaluate the effectiveness of investments in existing production (production of additional products, cost reduction, profit increase, etc.).

The process related to the production of new products or the improvement of previously existing types as a result of human scientific and technical activity is an innovative activity. The results of the introduction of innovation allow companies to have a significant competitive advantage, which is an important motivating factor for the enterprise.

World experience shows that enterprises are interested in the introduction of advanced resource-saving developments in science, secondly, as a result of this global event, by further developing the potential of the enterprises of our republic, increasing its investment attractiveness, thirdly, by implementing deep diversification measures in enterprises, stable and high-quality product production and efficiency will further expand the possibilities of radical improvement.

Due to the peculiarities of strategic management activities, it is necessary to develop a new comprehensive approach to resource management in order to create a flexible system of sustainable development of enterprises (Fig. 2).

Figure 2. Systematic management model of processes of application of resource-saving technologies in enterprises (Compiled by the author)



Impact Factor:	ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
	ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
	GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
	JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

One of the main conditions for the successful adoption of resource-saving technologies in enterprises is a comprehensive approach developed on the basis of foreign recommendations on the introduction of these technologies into production by adapting them to the conditions of their use and the specific characteristics of their acceptance by managers and specialists in relation to the management of the process of introduction of resource-saving technologies.

A comprehensive approach to managing the process of introducing resource-saving technologies implies systematic work in four main directions: optimization of the production structure, improvement of the enterprise's technological system, modernization of the material and technical base of production, and the use of modern organizational and management innovations. A comprehensive approach

implies systematic work in all directions of the introduction of resource-saving technologies.

Only then can the enterprise preserve and restore natural resources; it is possible to achieve a synergistic effect, which is reflected in the saving of labor, material and financial resources; the increase of production stability and efficiency.

Specific aspects of sustainable development and management of enterprises of our republic are evaluated on the basis of SWOT-analysis, which is widely used in practice (Table 2).

SWOT analysis is considered a strategic planning method and is aimed at determining the existing factors in the internal and external environments of the organization. They are divided into four categories: Strengths, Weaknesses, Opportunities and Threats.

Table 2. SWOT analysis of enterprise development (Compiled by the author)

Strengths	Weaknesses
On the development of enterprises development of state programs	Modern services in enterprises lack of development personnel
Finance given to enterprises opportunities	Lack of infrastructure for exporting products and services
Export in enterprises high performance	In the sale and storage of products existence of problems
Opportunities	Dangers or threats
Opportunities to diversify products and services in enterprises	Price adjustment in domestic and foreign markets change
Opportunities to use the domestic market	Increasing competition in the world market
Access to foreign markets	Economic and political situation in the states change

As can be seen from the above table, there are also strengths and weaknesses in the management of enterprises. Therefore, management and heads of economic entities should pay special attention to free parties, otherwise the expected economic efficiency cannot be achieved. In the end, enterprise activity can become not a factor of economic development, but its opposite.

Conclusions and suggestions

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 largely achieved by the mutual relations between the goals set before the enterprise and the tasks to be performed.

The need to increase the competitiveness of the enterprise is assessed based on the analysis of the trends and laws of the enterprise's activity and the principles of strategic management. Since sustainability is the effectiveness of the enterprise's activity, the implementation of its competitive potential, and competitiveness is the effective use of the enterprise's production capacity and the determination of the opportunity to sell competitive products, taking into account the combination of these concepts allows the enterprise to formulate an optimal strategy for increasing its competitiveness.

It is necessary to widely use the method of assessing the competitiveness of the enterprise, which

Impact Factor:	ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
	ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
	GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
	JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

is based on the determination of a cumulative indicator that integrates the characteristics of the enterprise and the competitiveness of the product, taking into account the priorities of the strategy. Evaluation of the competitiveness of the enterprise - in order to increase the stability of the cluster participants in the market of manufactured goods, works, services provided, it allows to effectively use the cluster approach based on the stable area-network partnership of the enterprises and entities combined with the innovative program of introducing advanced technologies.

An approach to increase the stability of the enterprise based on innovation is defined, which

allows for a systematic review of the situation in a group of interrelated enterprises belonging to different sectors and optimization of the innovation strategy. At the same time, creating a cluster goes through stages such as: preparation, analytical, strategic, implementation and forecast

Increasing the productivity of enterprises is one of the important directions of economic policy today. The population's demand for products is increasing year by year. Meeting this demand requires the application of innovative technologies to the production of enterprises, the introduction of sufficient investments and the use of new methods, as well as the improvement of management mechanisms.

References:

- (2017). *Action strategy for the five priority areas of development of the Republic of Uzbekistan in 2017-2021*. Decree of the President of the Republic of Uzbekistan dated February 7, 2017 No. PF-4947. A collection of legislative documents of the Republic of Uzbekistan. 2017 year. No. 6, Article 70.
- Kaplan, R.S., & Norton, D.P. (2004). *Organization, orientirovannaya na strategiyu. Kak v novoybiznes-srede preuspevayut organizatsii, primenyayushchie sbalansirovannuyu sistem pokazateley*. per.sangl. (p.416). Moscow: ZAO Olimp-Biznes.
- Ansoff, I. (1989). *Strategic management*. (p.358). Moscow: Ekonomika.
- Porter, M. (1993). *Mejdunarodnaya konkurensiya*: Per. s Eng./ Pod. ed. V.D. brush. (p.64). M. International relations.
- Muratov, R.S., Djalolova, I.A., & Oripov, S.Sh. (2014). *Enterprise economy*. Textbook. (p.35). Tashkent.
- Ulashev, I.O., & Atamuradov, Sh.A. (2013). *Enterprise economy and management*. Study guide. (p.24). Tashkent.
- Honkeldieva, G.Sh. (2018). *Scientific and methodological bases of management of corporations in the conditions of economic modernization*. Degree of Doctor of Economic Sciences. diss written to get. autoref. (p.71). Tashkent.
- Abduraupov, R.R. (2017). *Improving the mechanisms of managing the economic potential of foreign-invested enterprises in Uzbekistan*. Degree of Doctor of Economic Sciences. diss written to get. autoref. (p.70). Tashkent.
- Mirisaev, A.A., & Khamroev, A.A. (2022). *History and development of international business 2022/4/26*. Retrieved from <https://journal.tsue.uz/index.php/archive/article/view/2090>
- Mirisaev, A.A., & Kakhramonov, Kh. (2021). *Investments in human capital as basis for development modern economy*. Belarus BNTU-2021y. Retrieved from https://rep.bntu.by/bitstream/handle/data/10499/3/Inzhenernyj_biznes.pdf?sequence=2&isAllowed=y