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IMPROVEMENT OF THE STRATEGIC MANAGEMENT MECHANISM IN TEXTILE ENTERPRISES



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Abstract. In this article, the analysis of technology, brand, developed system and the level of professionalism of employees for the improvement of strategic management of textile enterprises and the organization and management of services, competitiveness in the industry was discussed. One of the most important tasks is to make positive changes in management, especially in various areas of strategic management, for the effective implementation of economic reforms under the conditions of modernization of the economy. As a result of the formation of market relations, new requirements are emerging in the strategic management of enterprises. The modern transition stage of the economy of Uzbekistan is characterized by the development of entrepreneurial activity and the transition to different forms of ownership. This, in turn, requires effective management. Effective management, in turn, plays an important role in ensuring the competitiveness of the manufactured products and, as a result, the competitiveness of the economy.

Key words: strategic management, strategic control, value model, modernization, strategic planning, export, modern management, resource concept, production capacity, economic efficiency, operational management.

Introduction. From the beginning of the 90s of the 20th century, with a unique description in the competitive environment in order to determine the advantage of the enterprise compared to the previous ones and practical strategic management more suited to research mechanisms and resources. In the field of enterprise development, the concept of resources begins to prevail. Enterprise Proponents of strategic management of the development of Dj.Barney, B.Wernerfelt, Dj.Grant, K.Kurt, G. Minsberg, K. Prakhalad, D. Thies, G. Hemellar are considered (Arnawa & others, 2019). In our opinion, application of planning methods in the use of internal resources of any enterprise having the ability and opportunity to respond to demand and activities of competitors, suppliers and to a certain extent, the industry standards influence the unique and unique abilities of the artificial forms. Technology for sales or service organization, management, such unique resources as the brand, the developed system and the level of professionalism of the staff as possible. Despite the variety of definitions given to the term "strategic management", this a general opinion about the meaning of the definition has not yet been formed. Based on the study of these definitions, It should be noted that there are different approaches to the content of the term "strategic management", in the development of all researchers aimed at the external environment, external and internal environment flexibility of management

decisions, taking into account changes depending on the situation and the importance of setting goals has been noted (Rodionova, 2013). Textiles the goals of using management levers in the enterprise to quantitative and qualitative indicators divided, and each of these goals depends on the time of achievement. Implement strategic goals that the increase is important, its implementation requires more time, and the results be objectively evaluated and the results of this evaluation will be the basis for future strategic goals

taking into account the necessity of control levers for a textile enterprise.¹

It is proposed to choose a system of balanced indicators as an effective one. This application of control lever in strategic management of textile enterprises not only formulating goals, but also evaluating the results of strategy implementation also allows (Akramov, 2021). The term strategy is derived from the word strategy.

means art and science of war in Greek. In ancient Greece, the president, ruler, used in the sense of warlord. In military literature, the word "strategy" is one of the available resources to achieve victory with minimum loss, cost and damage using the most efficient and economical means is defined as The word "strategy" in the 19th century is the management and formation of market forces seen as a perspective, began to be used more often in the business sector in the 20th century and to this day was considered within the framework of competitiveness. According to Drucker, the strategy the meaning is to consider the mission of the work in all its aspects and previously accepted ensuring that decisions will produce future results in accordance with established goals explains the concepts (Pathan, 2013). Chandler "What is our work and what will be do you need?" To determine the long-term goals and objectives of the strategy based on the question strategic management, defined as the achievement of goals and the allocation of goals, of course, it has a certain set of decisions and actions, but this is for each event (project). Explained the idea that decisions and actions should have a purely individual description (Kim, 2019). Kenneth Andrews et al (1965) used Drucker's and Chandler's views as theirs combined with their views, i.e.: strategy, priorities, goals, and this is an example of strategy and policy to achieve goals. What this job is and what it is determines what should be, what it is and how it should be; strategy is a company forced to operate in a changing world with minimal damage to its goals rules and strategies according to another concept that allows to achieve with they emphasized that it is a collection. Jeffs defines strategic management as "identifying and reviewing organizational goals Economic development and analysis, strategy mechanism for exit" (Pathan, 2013). Competitive advantage is the first At the same time, the strategy is to guarantee the long-term perspective of the company with its own resources and skills in order to gain a competitive advantage which tries to achieve its strategic goals as tools and basic functions is determined. An organization that gains and maintains a competitive advantage. It is possible by creating and implementing a strategy that differentiates it from competitors will be. Environmental and social indicators and economic indicators to the enterprise

¹ Akramov N. (2021) "To'qimachilik korxonalarida strategik boshqaruv texnologiyasini takomillashtirish", Iqtisodiyot va ta'lim, 6-son, 185-188 bb.

strategy have given opinions and considerations that should be considered as a method of delivery (Nyoro & others 2015)².

Modern management began to develop in the West in the 1960s and 1980s. Industry the essence of strategic management approaches in enterprises is revealed and based on the distinguishing features of the models. Strategic management in any model. The process is divided into three stages: strategic planning stage (developing strategies exit, strategic analysis and selection); strategic organization stage or strategy selection adjusting the organizational system accordingly (strategy implementation, implementation); strategic control and regulatory phase (strategy evaluation, persuasion and performance evaluation).

In our opinion, among the existing cost models, the external and none that fully allow taking into account the entire set of internal environmental factors. There is no model, but despite the noted shortcomings, the most effective of them is economic is a value-added model that needs to be improved. In this process, the efficiency of enterprise activity, which is widely used in the practice of developed countries, it is necessary to use management methods (Eller and Naveiro, 2016)³.

Research methodology. Traditional research in the analytical part of the article and in covering the theoretical and practical parts methods, comparison methods, didulson methods are widely used. Also of modern strategic management strategies in the development of textile enterprises significance, their application in the textile industry, and theoretical analysis induction and induction methods were used.

Analysis and discussion of results. Currently, the main part of the textile industry of our Republic. It is included in the "Uzbek textile industry" association and is the 2022 year of the republic.

As of January 1, 7,323 specialized in the production of textile industry products economic entities operated, of which 11% were textiles, 89% were sewing and knitting are enterprises specializing in the production of goods [9]. In the years of independence the textile industry of our country has changed radically. If in 1991 there were only 4 in the republic. There is a large textile complex 13 years of independence and a very large production enterprises with potential were created. Analysis of statistical data shows that in 2016-2021, the product he available production capacities by types were as follows: yarn production output capacity was 367,000 tons in 2016, this figure will increase to 367,000 tons in 2021 was 921 thousand tons or increased by 2.51 times; gas production capacity in 2016 is 246 mln. square meters, this indicator will be 860 in 2021 million square meter or increased by 3.45 times; knitted fabric production capacity⁴.

In 2016, it was 51,000 tons, and in 2021, this indicator will be 298,000 tons. tons or increased by 5.84 times; production of hosiery products if the capacity was 51 million pairs

² Arnawa, I.K., Sapanca, P.L.Y., Martini, L.K.B., Udayana, I.G.B., Suryasa, W. (2019). Food security program towards community food consumption. *Journal of Advanced Research in Dynamical and Control Systems*, 11(2), 1198- 1210.

³ Eller and R. M. Naveiro, (2016) "Technological trends on the functional textiles sector," in IAMOT 2016 - 25th International Association for Management of Technology Conference, Proceedings: Technology - Future Thinking.

⁴ Yo`ldoshev N.Q., Xodjamuratova G.Yu. Strategik menejment-2. – Darslik. T.: TDIU 2013. – 368 b

in 2016, this indicator will be 457 in 2021 amounted to million pairs or increased by 8.96 times; production of knitted products capacity in 2016 is 204 mln. units, this indicator will be 1308 in 2021 million made up a piece or increased by 6.41 times; production of ready-made sewing products Economic development and analysis, output capacity in 2016 is 83 mln. units, this indicator will be in 2021 920 mln. or increased by 11.22 times. Product development of the network output volume in 2016 was 12.7 trillion. amounted to soums, and this figure will increase by 2021 62.0 trillion. amounting to 4.88 soums or its volume increased by 4.88 times during the period under study observed. Therefore, in the period under study, the export volume of the industry in 2021 compared to 2016 increased by 4.11 times compared to 2801 mln. amounted to US dollars 79.

One of the most important aspects in the implementation of these measures is for the population of the republic the creation of new jobs is counted. 401 thousand in 2021 alone on a network scale new jobs are created. Statistical analysis shows that "SANAM".

In 2017, the fund return at LLC was 10.28 soums, and by 2021 it will be 10.28 soums. The indicator was 36.13 soums. The main reason for this is in the enterprise in 2021 modernization works have been carried out. of this indicator at "BETLIS TEXTILE" LLC in the studied period, it decreased by almost 4 times. The main reason for this is 2021.

As a result of the modernization of the enterprise in 2016, almost all equipment 100% replaced by modern SULFET Turkey machines. "FULL COTTON" LLC and this indicator decreased from 53.14 soums to 10.78 soums during the period under study.

Labor productivity at "SANAM" LLC in 2017 was 4790 thousand soums per worker did, in 2021 this figure will increase by 63.1% to 15,851 thousand soums per person enough 80. This increase was achieved due to renewal of funds⁵. Strategic management mainly covers certain stages (Fig. 1). Many generally accepted model of strategic management proposed by researchers the actual indicators of strategy implementation are kept in the plan involves monitoring the level of performance of tasks and this, if necessary changes in the strategic plan, taking into account changes in the market environment does not allow to do. SWOT analysis, which is the second stage, is strategic is a planning method that determines the factors of the internal and external environment of the organization and their consists of dividing into four categories. SWOT analysis of the current situation of strategic management. It is effective in initial assessment, but it is qualitative in strategy development or dynamics is not a substitute for analysis.

In our opinion, "implementation of the strategic plan is the task of operational management entering the scope of the "strategy implementation evaluation and control" stage specific to the "Analysis of Achieving Rapid Planning Objectives" stage is carried out objectively. Describing the achievement of goals the conclusions obtained from the analysis of the indicators are related to the restructuring of the strategic plan should not serve as recommendations for changes. Based on them only

⁵ Лвова Д.С., Гранберг А.Г. Стратегическое управление: регион, город, предприятие. Учебное пособие. – М.:ЗАО «Экономика», 2009. - 72 - 76 с.

organizational measures and material and technical means of achieving the planned indicators to the operational development plan of the enterprise in conditions of increasing the efficiency of means recommendations for changes should be made."

At the same time, forming strategic plans for the development of the textile enterprise as it is based on predicting the changes of external and internal factors, we are strategic as the third stage of management (feedback of correction) "Strategic plan we offer the stage of "assessing the validity". Predicted and current at this stage

analysis of the compatibility of the cases with the factors of the external and internal environment of the textile enterprise, then development of recommendations for making changes to the strategic plan should be increased. All of the above are strategic for the textile enterprise the management mechanism and in particular the strategic planning phase has been improved allows to propose a structural-logical scheme.

The current state of industrial development is negative due to the sharp increase in competition requires the search for new mechanisms to change the situation. Meanwhile, in the industry One of the most effective ways to increase competitiveness is strategic management.

In our opinion, strategic management is a type of management, its methods and tools aimed at the long-term development of economic systems and in the external and internal environment flexibly responds to changes, which are the goals of the industrial enterprise helps reduce the risk of failure in the process of achieving (Huang, Shih & others 2011). In our opinion, it is strategic for the further development of textile enterprises the need to use a control mechanism is undeniable. However, textiles is well developed for the effective application of strategic management in enterprises today mechanism does not exist, because it is specific to the activity of textile enterprises an effective system that takes into account the characteristics has not yet been developed.

The analysis of statistical data shows that in 2017 the fund at "SANAM" LLC if the return was 10.28 soums, by 2021 this figure will be 36.13 soums reached The main reason for this is that in 2021, modernization works were carried out at the enterprise. At "BETLIS TEXTILE" LLC, this indicator increased almost 4 times during the period under study decreased. The main reason for this is the modernization of the enterprise in 2021. As a result, all equipment is almost 100% modern SULFET Turkey machines replaced by In "FULL COTTON" LLC, this indicator is being studied. It decreased from 53.14 soums to 10.78 soums. Labor productivity in "SANAM" LLC in 2017 if the salary was 4790 thousand soms per worker, in 2021 this figure will increase by 63.1% increased to 15,851 thousand soms per person. This growth is due to renewal of funds achieved. "BETLIS TEKSTIL" LLC during the period under study of this indicator is approx.

It increased by 1.25 times. The main reason for this is the renewal of funds. In "FULL COTTON" LLC, this indicator is 80,527 per person during the period under study increased from 1,000 soums to 181,228,000 soums. In our opinion, in the practice of strategic management of textile enterprises in the plan describing the goals intended to achieve relatively average results "Achieving the goals of rapid planning" in the analysis of the performance of indicators analysis" stage of the strategic plan "Assessment and control of strategy implementation" performs the tasks of the stage. Because the results of this analysis will change the strategic plan create and touch it It should not be used as a

recommendation for making such changes. Therefore, the third stage of the strategic management process (correction feedback communication) stage of "assessing the basis of the strategic plan" is proposed. Research strategic management mechanism of the textile enterprise in general and in particular Developed an improved logical scheme of 26 strategic planning stages developed.

Conclusions and suggestions. In the framework of research, scientists of the world and our Republic have an important place in the economy the textile sector and enterprises operating in this sector were reviewed⁶.

According to Denizli and his surroundings, textile production is for the economic structure Economic development and analysis, production and sales always come first. Also, strategic management is known owning a set of decisions and actions, but for each project these decisions and actions are pure it became clear as a result of the analysis that it should have an individual description. Current cost

Among the models, the entire external and internal environmental factors of the textile enterprise there is no model that fully accounts for the set of despite the shortcomings, the most effective of them is the model of economic added value, which improvement is described. As a result, textile enterprises are strategic goals aimed at achieving relatively average results in management practice "Quick planning" in the analysis of the performance status of the indicators in the descriptive plan analysis of achieving the goals" stage of the strategic plan "Implementation of the strategy implementation of the tasks of the assessment and control" stage is one of the important issues is one.

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⁶ Uktamjonova Z. Relevance of Benchmarking in Industrial Enterprises