
Improving Strategic Management Activities in Farms

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Annotation: The scientific study is focused on a contemporary issue that is crucial for assuring the socioeconomic growth of the nation, and it classified and evaluated the scientific-theoretical foundation for enhancing farm strategic management and the possibilities for raising its efficiency.

Key words: strategic management, agriculture, management, human factors, integration, labor productivity.

The entrepreneur, or the owner of the property, oversaw production in the early phases of management using his own knowledge. Man's interest in management increased along with the desire to increase productivity. With this, management staff training received special focus.

In order to organize and enhance management, the inventors and advocates of scientific management have developed their own scientific theories. The "Twelve Principles of Productivity" by the eminent economic management theorist Garrington Emerson (1853–1931) is where the set of theories on maximizing human activity was originally introduced. The following guiding principles were used by G. Emerson to develop a method for maximizing labor productivity: clearly defined ideas and goals; sanity; reasonable advice; strict discipline; fair treatment of employees; centralization; quick, dependable, complete, accurate, and permanent settlement; norm and order; moderation of conditions; standardization of operations; written standard guides; and performance incentives¹.

The development of scientific management was significantly influenced by Henry Kant (1861–1919), who created a drawing-based system of computation and planning, and Frank Gilbert (1868–1924), who employed conventional activities to optimize labor and offered ways of carrying out specific jobs. Henri Fayol, a French engineer, also compared management activities such as planning, ordering, agreement, and control to optimization.

Guto Münstererg (1863–1916), the father of industrial psychology, first addressed the psychological aspects of personnel management, the significance of testing in recruitment, employee training, and organizational measures in the area of raising production efficiency in his books "Business Psychology" and "Psychology and Industrial Efficiency." explained. The groundwork for the broad use of various psychological techniques in the practice of dealing with employees was created in the USA in 1918 with the founding of the psychological company. The fundamental tenets on which it will be important to choose personnel for leadership roles were laid forth by Guto Münstererg. He listed the following three difficulties as the three most crucial ones for business: What psychological circumstances may be anticipated to yield the greatest outcomes from each employee; how these issues are produced by them; how tests are made to identify aptitude for various tasks. How to locate the most suited persons to conduct intellectual

¹Зайнутдинов Ш.Н., ва бошқалар. Менежмент асослари. Ўқув қўлланма. – Т.: Молия, 2001 й. – Б. 41.

work (scientific personnel selection). The term "practical psychology" was used to describe "psychotechnics," which was founded by G. Münstererg.

The economic schools that asserted that a person and his skills constitute capital in their own right were quite popular at the end of the 19th and the beginning of the 20th centuries. L. Walras, DJ Clark, G. Macleod, DJ Mc-Culloch, and I. Fisher viewed a person as capital in their capacity as their agents. To quote L. Walras: "A natural and everlasting capital is man. As a result of it not being purposely manufactured to last forever, each generation creates more of its own kind. According to a lot of economists, a person's skills—both inherited and acquired—are their capital, not the person themselves. DJ S Mill "Humans are the ones who create prosperity; they are not capital. However, a person's learned skills, which are realized throughout the course of their employment, and appear as a tool, can be included in the category of capital. They also came up with the idea that the skill and perseverance of the country's workers is the wealth of this country, like its equipment and machines². But the theory of "Human capital" was not recognized during the time of these scientists. деган ғоялар билан чиқишган.

It is a pressing issue of the day to take appropriate action in light of the tasks established for the growth of agriculture in the republic. In light of the economic analysis, it is essential to demonstrate the means and opportunities for raising the degree of efficiency of agricultural companies, not only a favorable assessment of the results so far. As a result of the foregoing, the objectives of economic analysis may be stated as follows:

- study the dynamics of agriculture and its utilization;
- to determine the factors affecting the change in the volume of production;
- full use of available opportunities to increase the volume of services, organization of work based on a strategic plan;
- timely correction of deficiencies identified as a result of economic analysis, effective use of unused internal opportunities:

An essential step in analytical work is the production analysis stage. With the use of this study, you may ascertain how the plan was carried out in light of certain job kinds' organizational structures.

Farms are being used for certain strategic planning projects. As a result, long-term strategic plans are established in the industry. However, in the market economy, it is essential to adapt the strategic plan in accordance with the circumstances. That is, because agriculture is continually influenced by nature, it is susceptible to material harm from various emergencies or natural catastrophes. There may be a need to modify the strategic plan in this scenario, depending on the circumstances.

In agriculture, the rise in worker productivity is particularly significant. A decrease in manufacturing time and a gain in business efficiency follow an increase in worker productivity.

Finding the elements that guarantee the plan's execution in terms of gross income during the analysis period is one of the analysis' primary duties.

We suggest that farm managers do the next duties (table).

Table

Composition of administrative duties

Defining goals	- determining the future state of the farm
Strategy development	- determining the methods of achieving goals
Work planning	- assign tasks to specific performers

² Добрынин А.И., Дятлов С. А., Цыренова Е.Д. «Человеческий капитал в транзитивной экономики» - СПб.: Наука. 1999 – С. 23.

Project design	- to determine the working tasks of the performers
Justify the case	- targeted impact on the worker
Coordination of work	- alignment of executive power
Accounting and evaluation of work	- measure the results and analyze them
Analysis of cases	- comparing results with goals
Feedback	- making changes to goals

One of the key necessities of the market economy is the strategic management of farms. This is a crucial element that propels farms toward a bright future. They mostly set short- and long-term goals on farms. If the farms have short-term objectives that they hope to accomplish soon, they should carefully and properly define the long-term objectives and the actions that must be taken immediately to ensure the agriculture's long-term success.

In order to create and carry out a farm plan, it is necessary to handle five interconnected problems.

1. Determining the sort of economic activity and the directions in which it will develop, that is, establishing the aim in order to establish the long-term perspective.
2. Converting broad objectives into focused work areas.
3. Effective execution of the selected strategy to provide the required indications.
4. Successful use of the selected approach.
5. Evaluation of the finished work, market analysis, adjustments to long-term primary activity directions, goals, strategy, or methods of implementation, and introduction of new ideas.

Several client organizations, processors, material supplier businesses, and partner organizations influence how agricultural projects are carried out in the area. As a result, it is required to finalize cooperation agreements and to define the long-term directions of integrated activity with them. One of the most crucial requirements for the integrated system is a high degree of human factor activity. "The interplay of classes, strata, and groups having distinct positions ensures the evolution of society,"³ It is a good thing that the system's production tasks aim to be completed on schedule, without delay, with excellent quality, and at a reasonable cost.

A.V. Chetverikov asserts that the creation of integrated structures—that is, the development of significant viewpoint directions—will provide a synergistic impact in agricultural productivity.⁴

With the help of this system indicator, it is possible to evaluate each farm and cooperative service enterprise's productivity in detail. The outcome, the timeliness with which the task is completed, and the parties' tangible interests are all taken into consideration in this.

As long as issues are discovered and resolved peacefully with organization and collaboration, there are no conflicts in the system or between businesses as a result of transient or diverse obstacles.⁵

The primary duties in establishing the path of the farm's development include developing a strategic vision and mission for it, setting goals, and selecting a plan. Strategic plans that are implemented too late or modifications that are made too soon won't have the desired effects.

Strategic planning's functions and duties include information gathering and processing, system creation for the strategy's yearly assessment, and long-term management. The most crucial factor

³ 5. Заславская Т.И., Ривкина Р.В. Социалогия общественной жизни: очерки теории. – Новосибирск. Наука. 1991. с. 35.

⁴ Четвериков А.В. Основные направления повышения эффективности экономического механизма хозяйствования в агропродовольственных холдингах // Экономические науки. -2009.-№8.- С.145-148.

⁵ Мадалиев А. Ўзбекистоннинг ижтимоий-иқтисодий тараққиёти миллий моделини яратиш асослари. - Т.: Фан, 2004. - Б. 74.

in ensuring the strategy's execution is that the enterprise's outcomes and its goals are mutually compatible and cohesive.

It is essential for the strategy's effective implementation on farms to be critically assessed, with emphasis given to the tasks' current status, including their duration, quality, modernity, and ability to use resources sparingly. Targeted strategy implementation is a continuous activity, and one of the key components of strategic management is the ongoing evaluation of that implementation.

A effective strategy ultimately results in a strong market position, successful performance in spite of unforeseen events, fierce competition, and internal problems.

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