

Management Systems of Small Enterprises in Uzbekistan

Vakhitova Tina Muratovna, Ph.D

*Associated professor of The Institute of Management, Economics and Finance of the
Kazan Federal University*

Tairova Ma'suma Muhammedovna

Senior teacher of Bukhara State University

ABSTRACT

Currently, attention is being paid to small business enterprises in our country. In particular, efforts are being made to raise the economy of such enterprises by providing them with various benefits. This article covers small business enterprises and their management systems. At the same time, the opportunities and legislative ways that Uzbekistan provides for the organization of enterprises based on the conditions of small business were also given.

ARTICLE INFO

Article history:

Received 27 Oct 2022

Received in revised form

27 Nov 2022

Accepted 28 Dec 2022

Keywords: small business, enterprises, economy, benefit, opportunity, legislative ways, management, goals, consumers, structural change.

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The organizational structure becomes an important factor in the prosperity of the enterprise, to withstand the competition, to maintain or increase its strength, and to adapt to the changing conditions. It means interrelated location, structure. The management structure of the enterprise is understood as a set of various management bodies and links that are connected with each other, which implement management goals and perform functions.

Currently, companies are trying to re-transform their organizational structure and fully adapt their activities and functions to the needs of consumers. In the 90s of the 20th century, many companies in the world underwent incomparable structural changes. The purpose of such changes is to increase the level of service to consumers, eliminate unnecessary management links, and create working groups that discover and produce new goods. That is, by carrying out measures to change the organizational system in the company, it consists in adapting to the rapidly changing environment, overcoming the fierce competition, and increasing the efficiency of the enterprise.

Adaptation of a small business enterprise to market demand requires a detailed analysis of its vertical organizational structure. Based on the analysis, the restructured structure leads business activities at a high level, ensures constant communication with all market subjects.

The organizational structure (structure) of enterprise management includes a specially developed system of connections and relations between departments and employees, and serves to achieve the goal set for the people working within it in the most effective way. . In order for a small business enterprise to work efficiently, it needs to find out how many people with what qualifications and personal qualities should be united. Organizational structures of many business enterprises are constantly changing. Such changes are not enough to transfer the vertical management system to the horizontal management system, but through these structures, business enterprises should communicate with all market subjects and carry out effective business activities.

Organizational structures are in the form of management links and management levels. The following elements are distinguished in the enterprise structure: leadership and communication (horizontal and vertical), positions (departments), levels (stages). The department is an organizationally separate, independent management organization. Performance of a specific task by a department (group of people) is the main goal of its formation. Connections between sections are horizontal. The connections between the steps are vertical connections. They have a freely expressed submissiveness from the lowest levels to the highest.

It is possible to determine the presence of all the structural elements described above in any, even a small enterprise. An entrepreneur is the owner of the enterprise he founded and manages its work. Vertically, his employees are subordinate to him. The vertical organizational structure consists of several management levels connected on the basis of mutual subordination. The management level is a link that operates at a certain level of the hierarchy.

Control steps indicate the sequential submission of one control link to another, usually a lower link to an upper link, that is, a vertical division. All these links and the composition of the stages and the order of their mutual subordination, the rights and duties of each management body and link, as well as the order of relations between them, the organization of management, such as the creation of functional departments, provision of information sides form a vertical management system. Various services perform the work of connecting many elements of production, agreeing on their content and terms. In some cases, such horizontal communication between functional services is very long, is carried out with a number of disputes and conflicts, and it is very difficult to coordinate this work.

It is known that the organizational departments of business enterprises are organized on the basis of functional, geographical, product, market principles or by using them together (on the basis of combination). Business enterprises that are currently operating effectively use as little management as possible in their organizational structures. organized from joints, they pay great attention to processes such as order fulfillment, discovery of new goods and production planning, distribution of goods, and customer service. In these business enterprises, management links are shortened, a single-level management system is introduced, and the number of managers is reduced.

Horizontal relations are established between the employees of the enterprise performing various tasks (organizational marketing, accounting, etc.). They are not in the form of direct subordination, but often determine the consistency and interdependence of various production (operational) operations of the enterprise. Means

Losing touch means losing control. Connections can be in different forms: linear (vertical), functional (horizontal), network, regional. The linear organization of management is built on the basis of the distribution of direct job duties in such a way that each employee is directed to the highest degree to perform the tasks before the company. All powers are determined directly (linearly). They vary from upper management to lower management.

The linear-functional organization of the management structure incorporates both linear and functional management elements, that is, linear management is reinforced with special auxiliary services. The organizational structure of most business enterprises in the world is based on a business process, in which the usual functional and special departments (personnel department, research and marketing departments) are preserved.

Business processes include the production of new goods, the comprehensive processing of received orders and other strategic directions. With the strengthening of the organizational structure based on these business processes, some unnecessary management links are reduced, and new product-producing working groups that are resistant to competition and adapted to the business environment are formed. The transformation of the organizational structure is carried out constantly in the market conditions, with the change of competitors.

The following comparative characteristics of functional organizational structure and business process-based organizational structure can be given:

1. Business process-based management requires managers with sufficient experience in solving complex problems.
2. A functional organizational structure requires employees who have the skills to collect and analyze information and influence the external audience.
3. Organizational structure based on business process, establishment of mutual relations between the parties, elimination of conflicts, conducting negotiations, management of information collection, organization of working groups, conducts training with high skill.
4. A company that adapts to market demand focuses on consumer preferences rather than on products or technology.
5. Employees of a functional organizational structure require employees who have a deep and thorough knowledge of their field, who have the ability to analyze and evaluate processes and events, who can defend their recommendations and convince others of them.
6. It is advisable to use a combined (mixed) management structure to eliminate conflicts between functional departments, to have clear and responsible employees for the final results of the work of departments in the functional structure.

The organizational structure becomes an important factor in the prosperity of the enterprise, to withstand the competition, to maintain or increase its strength, and to adapt to the changing conditions.

There are linear, linear-functional, and projectable and matrix organizational types of management structures of small business enterprises, venture and firm internal innovation. Structural changes are not enough to transfer the vertical management system to the horizontal management system, but effective business activities should be carried out through these structures.

Modern small business enterprises require coordinated use of several types of management structure in solving current problems.

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