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MODERN MANAGEMENT SYSTEM IN LARGE COMPANIES OF UZBEKISTAN

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Abstract: This scientific article analyzes the modern management system in large companies, identifies the basic concepts and principles of building a management system, analyzes the management systems of the Uztekstilprom Association, and also elaborates practical proposals for improving the management system of the Uztekstilprom Association.

Keywords: modern management, large business entities, Uztekstilprom Association, efficiency analysis, management system.

Introduction
The problems of personnel management and the patterns of management activity have been the subject of research by scientists throughout the XX century and are vital at the present time.

The economic reforms carried out in Uzbekistan have significantly changed the status of the organization as the main link in the economy, new economic and legal regulators have appeared. In this regard, relations in the firm's management system have changed, which necessitated the use of new management mechanisms in the emerging market environment.

As the President of the Republic of Uzbekistan Sh.Mirziyoyev notes: "We have to do a lot to improve the quality of the management system and to fully establish the fundamental principle in society:" It is not the people who should serve the state bodies, but the state bodies must serve the people."

Management of a company in modern economic conditions, when fairly rapid and not always predictable changes in the external environment occur, is an art. But it is an art that requires managers to master new methods and skills in the field of strategic management. In addition, the current economic situation leads to a different understanding of the company management system.

In this regard, the head of our state Sh.M. Mirziyoyev in his Decree "Strategy of actions in five priority directions of development of the Republic of Uzbekistan in 2017-2021" in the first priority direction of development and liberalization of the economy noted that it is necessary to broadly "improve the system" Electronic government ", Increasing the efficiency, quality and availability of public services for the population and business entities."

В условиях динамичности современного производства и общества управление должно находиться в состоянии непрерывного развития.
The economic stability of the organization and the efficiency of all its divisions in the conditions of market relations are closely related to its continuous improvement and adaptation to the external environment. Since control is a specific function, it is implemented by certain elements of the system.

According to domestic experts in the field of management, the efficiency of the activities of many organizations in Uzbekistan in modern economic conditions remains low or even unprofitable. The reason for this may be that the leaders do not fully understand the modern management system.

The relevance of the chosen topic lies in the fact that in the conditions of acceleration and complication of the processes occurring in the market, the organization needs to develop qualitatively new methods of solving emerging management and other problems. In the entrepreneurial activity of the company, problems constantly arise due to the expediency of a fuller satisfaction of the needs of existing and potential buyers in the necessary goods. The problem of the strategic success of the enterprise, the creation and retention of competitive advantages is one of the most urgent problems. The solution of such problems is intended to contribute to an effective management system, as the basis for improving the activities of the organization.

**Literature review**

Theoretical and methodological bases of the organization of the enterprise are presented by foreign scientists Taxa, A. Hemdi, E. Goldratt, D. Cox, D. Jaykob, S. Bergland, M. Roter, G. R. The concept of process management has been researched and developed in the scientific researches of Niv, D. Shuk and others.


Theoretical and methodological bases of increasing the competitiveness of the national economy of Uzbekistan, improving the theoretical and practical aspects of process management, as well as the organization of the textile industry, one of the leading branches of light industry I. Iskanderov, R. Ya. Dosumov, A. Sh. Bekmurodov, M. R. Boltabaev, N. Q. Yuldashev, N. M. Mahmudov, A. T. Yusupov, A. A. Hoshimov, S. G. Kodirov, U. A. Shodmonova, G. M. Ostonakulova, D. S. Nasyrkhodjaeva, S. Sh. Yusupov and a number of other scientists.

**Research methodology**

In the research process, formal-logical, operations research, identification of cause-and-effect relationships, economic analysis, systematic and comparative analysis, statistical grouping, comparison, classification.
Analysis and results

The development of the potential of the textile industry for Uzbekistan is one of the most important strategic directions. The country is well positioned to economically process and produce the highest added value end products from the available textile raw materials, but at the same time the industry is still less technically advanced and less attractive for foreign investment than other developing textile countries.

The Uztekstilprom Association, within the framework of the implementation of the state industrial policy, provides support to enterprises of the textile industry, stimulates the modernization and technical re-equipment of production, the development and implementation of a competitive range of products in production.

The effectiveness of an organization's economic activities is ultimately determined by its financial condition. It is in the indicators of the financial condition that the level of use of capital and labor is reflected, the position of settlements and the formation of proceeds, taxes, payments and fees in the amount of net profit as a source of creation of accumulation funds and the social sphere of the organization, on its solvency. The Uztekstilprom Association, which produces most of the industry's products, has grown by an average of 2.17 times. (Table 1)

Table 1

<table>
<thead>
<tr>
<th>№</th>
<th>The name of indicators</th>
<th>Unit of measurement</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>2017</td>
</tr>
<tr>
<td>1</td>
<td>Commercial products at comparable prices</td>
<td>bln UZS</td>
<td>2 592,0</td>
</tr>
<tr>
<td>2</td>
<td>Common consumption goods</td>
<td>bln UZS</td>
<td>904,9</td>
</tr>
<tr>
<td>3</td>
<td>Production of products:</td>
<td></td>
<td>257,8</td>
</tr>
<tr>
<td>4</td>
<td>Cotton yarn</td>
<td>thousand tons</td>
<td>246,9</td>
</tr>
<tr>
<td>5</td>
<td>Cotton ready-made fabrics</td>
<td>million sq. m.</td>
<td>37,3</td>
</tr>
<tr>
<td>6</td>
<td>Knitted fabric</td>
<td>thousand tons</td>
<td>294,8</td>
</tr>
<tr>
<td>7</td>
<td>Sewing and jerseys</td>
<td>million pieces</td>
<td>39,2</td>
</tr>
<tr>
<td>8</td>
<td>Hosiery</td>
<td>million pairs</td>
<td>861,9</td>
</tr>
<tr>
<td>9</td>
<td>Export</td>
<td>USD million</td>
<td>2017</td>
</tr>
</tbody>
</table>

From table 1 can be seen that the production volumes of the enterprises included in the structure of the association are: - processing of 706 thousand

Report data of the association "Uztekstilprom"
tons of cotton fiber and the output of 510 million sq. M. meters of fabrics of various assortments, including:
- knitted fabrics - 89 enterprises;
- finished knitwear - 495 enterprises;
- sewing products - 354 enterprises;
- hosiery - 54 enterprises;
- textile haberdashery - 20 enterprises.

Uzbek textile products are exported to more than 55 countries of the world. The main export markets are the CIS countries, primarily Russia, as well as the countries of Latin America, the EU, the Republic of Korea, China, Singapore, Iran, Israel, the USA and others. In 2019, new sales markets were developed - Pakistan, Georgia, Croatia, Nigeria and a number of others. Russia and the CIS countries are the largest importers of products from Uzbek textile enterprises.

They account for more than 51% of all supplies, 21% are exported to the countries of South Asia, over 12% to Europe, 8% to the Middle East and Africa.

Export performance of textile and garment and knitwear products in 2017 amounted to USD 1.3 billion.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Industrial production</td>
<td>10 87</td>
<td>12 41</td>
<td>4 269</td>
<td>16 553</td>
<td>19 201</td>
<td>116,0</td>
</tr>
<tr>
<td></td>
<td>products at comparable prices,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Total by association</td>
<td>2 879,4</td>
<td>4 38,4</td>
<td>4 862,2</td>
<td>5 639,8</td>
<td>6 542,2</td>
<td>116,0</td>
</tr>
<tr>
<td>1.2</td>
<td>including by:</td>
<td>7 688 8</td>
<td>202,4</td>
<td>9 668,0</td>
<td>10 913,0</td>
<td>12 658,7</td>
<td>116,0</td>
</tr>
<tr>
<td></td>
<td>Large enterprises</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Small businesses</td>
<td>23</td>
<td>30,2</td>
<td>34,3</td>
<td>35,6</td>
<td>37,2</td>
<td>104,5</td>
</tr>
<tr>
<td></td>
<td>including by:</td>
<td>688,5</td>
<td>1562,8</td>
<td>2 150,4</td>
<td>2 581,4</td>
<td>2 608,2</td>
<td>100,0</td>
</tr>
</tbody>
</table>

From table 2. You can see that in the last three years alone, 92 industrial enterprises with a total value of $ 575.3 million and with an export potential of $ 215.8 million have been commissioned. At the same time, more than 11.6 thousand jobs were created. In particular, this was achieved through the creation of a joint venture Indorama Kokand Textile on the basis of the Kokand textile plant with a production capacity of 29 thousand tons of yarn per year. In addition, in the
Khorezm region, the Uztex Group jointly with the Swiss capital company organized the production of 12 thousand tons of cotton yarn per year.

At present, the production capacity of the industry is 450 thousand tons of yarn, 296 million square meters of fabrics, 90 thousand tons of knitted fabrics and 270.2 million units of garments and knitwear per year. Modern design along with high technical characteristics makes the products of light industry enterprises the most attractive and allows them to occupy their own niche in the international market, to compete at the highest level with world brands. According to the Uztekstilprom Association, by 2020 Uzbekistan plans to implement more than 80 projects in the field of light industry with a total value of over one billion dollars. For this, the Program for the Development of the Textile and Light Industry for 2015-2021 has been developed. Its implementation will increase the export potential of the country's textile industry by more than 1.8 times.

The results of the first half of this year also show how the industry is gradually and dynamically developing in line with the adopted state programs. In particular, as a result of the implementation of measures to expand the range of manufactured consumer goods in the textile industry in the first six months of 2019, the production of 38 new types and 174 new models of ready-made garments and knitwear was mastered.

The measures taken to stimulate and support enterprises of the real sector in the implementation of modernization and strengthening of the material and technical base contributed to the dynamic development of the textile industry, whose enterprises in January-June of this year produced goods for 4399.8 billion soums, including cotton for 1185.9 billion soums and knitwear - for 400.5 billion soums, the garment industry - for 1,113.1 billion soums, and so on.

In addition, compared to the corresponding period of last year, large enterprises of light industry increased the production of cotton twisted yarn, not packaged for retail sale, by 1.3 times, knitted pile and terry cloths - by 3.2 percent, garments and knitwear in total - 1.2 times, including knitted and crocheted outerwear - 2.1 times, workwear - 1.6 times. However, according to experts, despite all this, the light industry of Uzbekistan still has a significant unrealized investment potential, all the conditions for further accelerated growth. The main target for further work is to increase the production of goods for the domestic market in order to meet the growing needs of the population.

Over the past 7 years, the export indicators of textile and clothing and knitwear have grown almost 2 times.

The nomenclature of exports of textile products mainly includes:
- cotton yarn - 67.2%;
- cotton fabrics - 7.3%;
- cotton knitted fabrics - 6.2%;
- ready-made sewing knitwear - 17.4%;
- other textile products - 1.9%.
- creation of a reliable base of innovative and design developments, ensuring wide access of domestic textile products and brands to foreign markets, including using a developed logistics infrastructure and electronic trading platforms, improving the system of training qualified personnel for the industry;
- bringing export volumes up to 7 billion dollars (growth by 4.4 times), ensuring the production of a wide range of high-tech, competitive in foreign markets products that meet international standards, transforming the republic into a leading textile manufacturer in Central Asia, maximally reducing dependence on foreign partners.

Achievement of the set goals will be ensured by solving the following main tasks:
- the introduction of effective mechanisms for its implementation, based on the state and industrial policy of Uzbekistan, taking into account the emerging international situation;
- increasing the competitive level of the material and technical base on the basis of technical re-equipment and modernization of production, the introduction of breakthrough technologies and the creation of new high-performance industries, ensuring the activation of innovative activities of enterprises, import substitution, reducing the technological and commodity dependence of the industry on foreign countries;
- ensuring the economic efficiency of production, a significant increase in labor productivity, environmental safety of technological processes and products, resource conservation, improving production culture;
- increase in the volume of production of science-intensive products for the population, medicine, educational sphere, law enforcement agencies and departments, agro-industrial complex, construction, furniture and transport industries. Creation and use of new types of materials and products, qualitative changes in the properties of manufactured products, development of new design solutions;
- development of effective mechanisms to stimulate investment activity, increase the efficiency of R&D and the development of science-intensive industries;
- creation of a basis for deepening the processes of cooperation, integration and development of interregional and interbranch organization of interaction between subjects of industry and small business;
- the formation of a civilized consumer market and market infrastructure, the development of an interregional and intersectoral distribution network, commercial relations with countries of near and far abroad;
development of a system for the reproduction of labor resources, training and retraining of workers, managers and administrative personnel who are able to skillfully conduct production and business in an open market. The concept was developed taking into account modern trends in the development of the textile and garment and knitwear industry in the world, reflects the main directions of development of the textile industry in Uzbekistan and is a consistent continuation of measures taken by the state to reform and ensure sustainable, balanced growth of the industry.

In order to ensure the accelerated development of the textile industry of the republic, the expansion of production of high-quality and competitive finished products, its further promotion to large foreign sales markets, as well as the consistent implementation of the tasks defined by the Action Strategy for five priority areas of development of the Republic of Uzbekistan in 2017-2021:

Consider the following as the most important directions for further reforming the textile industry of the Republic of Uzbekistan:

- first, an increase in the share of the textile industry in the economy, an increase in the volume and quality of textile products produced in the country, primarily through reorientation to high-tech production of competitive textiles with high added value;

- second, cardinal revision of the textile industry management system with the introduction of advanced management technologies, effective forms of comprehensive assistance and support for enterprises in the industry, including in solving problems that hinder their development;

- third, further improvement of the standardization and certification system in the field of the textile industry through its harmonization with international requirements and standards, as well as the modernization and accreditation of product testing laboratories;

- fourth, the widespread introduction of advanced information and communication technologies into the industry, allowing to ensure obtaining reliable and timely information on the state and development trends of domestic and foreign markets for textile products, conducting its systematic and comprehensive analysis in order to determine the priority directions of the industry's development;

- fifth, the implementation of a cluster development model, which provides for the integration of production, starting from the stage of growing raw cotton, its primary processing, further processing of products at ginning enterprises and the production of final textile products with high added value;

- sixth, ensuring a balanced distribution of raw materials and the location of the established enterprises in the industry in conjunction with the development of logistics and engineering infrastructure, including through the construction of multifunctional transport and logistics hubs, choosing optimal routes and corridors for the delivery of goods, as well as optimizing tariffs for transportation;
seventh, widespread introduction into the production process of advanced innovative technologies, know-how, design developments, localization of production of modern samples of fittings and accessories in order to expand the production and export of finished high-quality textile products, promote national brands in world markets;

- eighth, cardinal improvement of the system of training, retraining and advanced training of personnel for the textile industry with the expansion of areas in the most popular specialties, revision of educational programs of educational institutions, taking into account modern trends in the development of the industry, intensification of research activities, as well as international cooperation in this area.

Further improvement of the organizational and legal mechanisms for organizing the export of cotton, textile products, including providing for:

- reduction of state regulation of the export of cotton and products, diversification of exporters, as well as taking into account the needs of the domestic market;

- conducting consultations with foreign countries, which are the largest consumers of finished products, in order to optimize customs payments and facilitate access to their markets.

The association "Uztekstilprom" also pays great attention to holding events that develop the incentive system, we will consider them in more detail.

The Turkish textile machinery industry plays an important role in the development of the Turkish light industry. In addition to supplying the domestic market, the textile machinery industry is invaluable to Turkey due to its promising export potential. For example, an analysis of Turkey's total exports:

**Table 3**

<table>
<thead>
<tr>
<th>Products</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jersey T-shirts $2.91 billion</td>
<td>Germany (25%), UK (14%), Spain (8.2%), France (5.3%), Netherlands (4.9%), Italy (3.8%), Belgium (3.5%), Poland (3.2%), Denmark (2.7%), Iraq (2.4%), (EU, Iran, Saudi Arabia, UAE, Georgia, Israel, USA, Algeria, Uzbekistan (536 thousand USD))</td>
</tr>
<tr>
<td>Hosiery $1.03 billion</td>
<td>Great Britain (24%), Germany (22%), France (11%), Italy (3.3%), Belgium (2.8%), Sweden (2.7%), Poland (2%), USA (1.4%), (EU, Georgia, China, Kyrgyzstan, Uzbekistan (90.2 thousand USD))</td>
</tr>
<tr>
<td>Home textiles $1.2 billion</td>
<td>Germany (26%), USA (16%), France (7.6%), Netherlands (7.3%), Italy (6%), UK (4.9%), (EU, Algeria, Australia, Israel, Iraq, Iran, Latin America)</td>
</tr>
<tr>
<td>Women's Knitted Underwear $274 million</td>
<td>Germany (14%), Great Britain (8.6%), Poland (6.8%), Ukraine (5.7%), Bulgaria (4.6%), France (4.3%), Iraq (3.9%), Egypt (3.8%), Netherlands (3.3%), Iran (3%), (EU, Middle East, Algeria, Libya, USA, Uzbekistan (60.4 thousand dollars))</td>
</tr>
<tr>
<td>Men's clothing (suits)</td>
<td>Germany (13%), UK (12%), Iraq (12%), Spain (9.7%), Iran (8%), Italy (5.2%), Netherlands (2.6%), Belgium (2.6%), Sweden (2.1%), Algeria</td>
</tr>
<tr>
<td>Product Description</td>
<td>Export Value</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Jersey sports clothes (2%), (EU, Kyrgyzstan, Georgia, Israel, China, Azerbaijan, Morocco, Libya, USA, Uzbekistan (104 thousand dollars)</td>
<td></td>
</tr>
<tr>
<td>Mens jersey underwear $ 161 million</td>
<td></td>
</tr>
<tr>
<td>Mens knitted shirts $ 243 million</td>
<td></td>
</tr>
<tr>
<td>Children's knitwear $ 175 million</td>
<td></td>
</tr>
<tr>
<td>Women's knitted shirts $ 507 million</td>
<td></td>
</tr>
</tbody>
</table>

From table 3, it can be seen that the export of textile machinery in Turkey consists mainly of machines (other than machines under heading 8450) for washing, cleaning, wringing, drying, ironing, pressing, bleaching, dyeing, dressing, finishing, impregnating yarn, fabrics or ready-made textiles.

![Fig.1. Logistic route for the delivery of textile products from Uzbekistan to Turkey](https://uzjournals.edu.uz)

Footnote: Reporting data of the Association "Uzbektekstilprom"
From fig. 1. You can see that depending on the type of products, production volumes, market capacity at the enterprises of the Uztekstilprom Association, various options for organizing a marketing service are possible, which is usually headed by a deputy director or vice president for marketing [11,12].

Offer the best way to retain know-how and experience. If an employee who knows the best way to do a job leaves the organization and does not transfer his knowledge, then his know-how also disappears without a trace. It is only through standardization and implementation of this know-how at the company level that it remains in the company, regardless of the comings and goings of specific people.

**Conclusion and recommendations**

The management system is a form of real embodiment of management relationships. It appears, as it were, in the form of a really existing substance, through which control acquires a specific content and a specific manifestation, and the control function acquires practical implementation. The management system includes: management structure, management techniques, management functions, management methodology.

It is the organization's management system that has the ability to adequately respond to external and internal influences, which gives the organization the ability to adapt to changing conditions.

The linear organizational structure, according to which the management of the Uztekstilprom association is currently being carried out, is based on the principle of uniform distribution of orders, according to which only the higher authority has the right to give orders. Compliance with this principle should ensure the unity of management.

The management of the company also pays great attention to the appearance of employees. All employees are very tidy and well-groomed. After all, a positive impression of the company is formed not only by the provision of certain services, but also by the general impression of the personnel of the company.

In addition, the management maintains a constant dialogue with employees, listening to their wishes and job offers, tries to improve the qualifications of employees through various courses, seminars, etc.

Based on the analysis of the organizational and economic characteristics, it can be concluded that the Uztekstilprom association is one of the leading companies in the Republic of Uzbekistan, which has received very high development over the past decade.

**References:**


