



Entrepreneurship and Management in Construction

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Abstract: *The article discusses the issues of increasing the level of competitiveness for entering the international construction services market through the use of innovative entrepreneurship. It is also explained in detail that the proper implementation of construction and installation processes, management strategies and marketing research in the construction services market serves to create the possibility of providing quality services to the population.*

Keywords: *entrepreneur, urban planning, construction, capital construction, investors, customers, contractors, construction organizations.*

Entrepreneurial activity in Uzbekistan is carried out in accordance with the Decree of the Oliy Majlis of the Republic of Uzbekistan No. 755-1 dated April 14, 1999. This Law defines the legal basis for the organization, functioning and development of entrepreneurship in the Republic of Uzbekistan. The Law guarantees the economic and legal independence of entrepreneurs, defines their rights and responsibilities, regulates the relationship of entrepreneurs among themselves and with other enterprises and organizations, all governing bodies on the basis of and in accordance with the forms of ownership enshrined in the Constitution of the Republic of Uzbekistan.

Entrepreneurship is understood as the initiative activity of citizens aimed at obtaining profit or personal income, carried out on their own behalf or on behalf of and under the legal responsibility of a legal entity. An entrepreneur may carry out any type of economic activity not prohibited by law, including the production of goods, commercial mediation, trade and procurement, consulting or other activities, as well as securities transactions. Forms of entrepreneurship are private and collective entrepreneurship carried out on the basis of the property of citizens, as well as property obtained and used legally.

Entrepreneurship in the Republic of Uzbekistan is carried out:

- ✓ based on the entrepreneur's own property;
- ✓ on the basis of various forms of attraction by the entrepreneur of the property of other individuals and legal entities, including foreign ones;
- ✓ based on the entrepreneur's use of state property and the property of public organizations;
- ✓ based on a combination of the forms listed above.

Entrepreneurial activity can be carried out both by the owner himself and by the entity managing his property. Entrepreneurship in any form can be based on the personal direct participation of the owner of the property in the production process and (or) on the employment of other citizens.

To State self-government organizations, public religious and other organizations whose main function is not entrepreneurial activity, this Law applies to that part of their activities that is entrepreneurial in nature.

Business entities can be:

- a citizen of the Republic of Uzbekistan who is not limited in his legal capacity in accordance with the procedure established by law, a group of citizens (partners), including the labor collective of a state, cooperative and other enterprise — a collective entrepreneur;
- a foreign citizen or a legal entity, as well as stateless persons within the powers provided for by the legislation of the Republic of Uzbekistan;
- subjects of mixed ownership.

Business activities may not be carried out by senior officials of state authorities and public administration and other persons who are prohibited by the legislation of the Republic of Uzbekistan.

An entrepreneur or his authorized persons have the right to challenge any actions of other business entities, claims and sanctions imposed in accordance with the established procedure, except for those that are indisputably imposed according to the legislation of the Republic of Uzbekistan.

The entrepreneur is obliged to:

- ✓ fulfill all obligations arising from the current legislation and the contracts concluded by it;
- ✓ conclude employment contracts (contracts) with employees employed in accordance with the legislation of the Republic of Uzbekistan;
- ✓ fully pay off all employees involved in the work, according to the concluded contracts, regardless of the financial condition of the enterprise;
- ✓ to carry out social and medical insurance of employees working for hire;
- ✓ to involve only persons with the necessary training, professional aptitude and appropriate education in work requiring special knowledge and skills in accordance with the legislation.

In accordance with the current legislation, an entrepreneur is responsible within the limits of his property for fulfilling tax and credit obligations, concluded contracts, for violating the property rights of other entities, non-compliance with safe working conditions, selling products to consumers that harm human health, the environment, violation of antimonopoly legislation.

For violation of the legislation of the Republic of Uzbekistan, an entrepreneur bears property or other liability provided for by law until the termination of entrepreneurial activity in court.

Property claims apply to the heirs of the entrepreneur, but not more than in the amount of the inherited property.

In case of adoption by the state authorities and management bodies of the Republic of Uzbekistan of legislative acts terminating the right of the owner, the losses caused to the owner as a result of the adoption of these acts, by a court decision, are reimbursed to the owner in full at the expense of funds at the disposal of the relevant authority or management.

The seizure by the state of the property of an entrepreneurial organization from the owner is allowed only when foreclosing on this property for the obligations of the owner in cases and in accordance with the procedure established by legislative acts of the Republic of Uzbekistan.

An entrepreneur, being an independent business entity with a sufficient level of freedom of action, strives to obtain maximum income while minimizing costs. This can be achieved in two ways:

- 1) increasing the cost of products;
- 2) reduction of production costs.

The first way is simpler, but due to rising prices, an entrepreneur may not be able to withstand competition and lose a buyer. The second requires the search for new, more progressive solutions, the disclosure of previously unused reserves and opportunities for the development of new technologies, requires a creative approach and is associated with a certain risk. Therefore, an

entrepreneur, unlike an ordinary person engaged in economic activity, is first of all an innovator not only with a special temperament, but also with a special economic thinking, which is based on accurate economic calculation, impeccable knowledge of market laws, the ability to quickly collect, analyze and use the necessary information. An entrepreneur must have a complex of not only innate qualities, but also acquired in the process of professional study, practice, and training. In order to survive in conditions of competition and free enterprise, an entrepreneur needs to maintain his production at the advanced scientific and technical level, strive for its cheapening, economic feasibility, which implies minimizing production costs, saving financial, material and labor resources.

Entrepreneurship is a special innovative style of economic behavior of a manager, which is based on the creative search for new opportunities, the ability to attract and use resources from a wide variety of sources in a competitive environment. In the practice of entrepreneurship, there are certain rules for how best to act in a given situation in order to start and win in business. First of all, it is necessary to set clear and achievable goals, to produce what the consumer needs. The components of success are high quality products, excellent service, reliable and high—quality marketing. The commercial success of a company depends on the rate of return of invested funds through the sale of goods (services); for this, it is necessary to systematically study the market in order to know what similar goods are available and who sells them, through what channels and laws the sale is conducted, what are the conditions for after-sales services.

Competition and entrepreneurship are inseparable from each other. Competition determines entrepreneurship, which represents a specific type of economic behavior of people. Entrepreneurship presupposes not only administrative independence and the freedom to dispose of resources, but also the ability to organizational innovations and economic initiative. An entrepreneur should know the specifics of commodity-money relations, possess methods of free pricing, free movement of resources, capital, be able to establish and maintain formal and informal ties.

In management, the following recommendations are given to a novice entrepreneur:

1. Business is done on an economic and ethical basis. It is unacceptable to violate the generally accepted rules of business and commerce. Business risk has nothing to do with the risk of breaking the law. Decency is the business card of an entrepreneur.
2. The main indicator of the effectiveness of entrepreneurship is practical results: making a profit, professional satisfaction, establishing a positive reputation in society and among partners, creating a monetary fund for the firm's strength.
3. The entrepreneur must:
 - ✓ be guided by common sense — be able to highlight the main thing, correctly determine the essence of an event, form an optimal judgment on a specific issue;
 - ✓ know your business — despite previous achievements, continue the process of self-improvement;
 - ✓ to be confident in your own abilities — to make decisions based on accurate calculation, a sound assessment of your capabilities;
 - ✓ to be able to finish the job — to have diligence, the ability to work hard, to determine the rhythm of work for yourself.
4. The builder-entrepreneur should be guided by the following commandments:

The first is a horizontal career. If a vertical career (growth in position) may one day collapse, then the acquisition of a horizontal one (the growth of professional skills of a manager) is always with you. There would be skill, and the position will always be attached.

The second is control from anywhere. If the management object is not formally subordinate to you, this is a condition, but not an obstacle for qualified management of it. Anything that does not respond to your influence exposes the lack of your knowledge and skills.

The third — without complaints and requests. Managing, you are responsible for everything that happens, you have no one to complain about. You can appeal someone's actions - this is a managerial move, but you can't complain about someone — this is a position. You can arrange to be given something on the basis of mutual benefit, but you can't just ask. The one who asks and complains is always forced to explain and justify himself, to sacrifice independence. Learn to achieve everything yourself.

The fourth is joy... failures. Learn to quickly master the situation while others are just figuring it out. You have already succeeded or failed. Do not hesitate to make a decision. Remember that there is no silver lining and that the failure that you managed to cope with moves you to the intended goal.

The fifth is a big goal. The meaning of any activity lies beyond its concrete limits, just as the meaning of life lies beyond its limits. But it straightens your path, leads to the top.

In world practice, the following definition of a good manager-entrepreneur has developed — this is a person who continuously improves existing management methods, continuously studies new things, is ready to listen to the advice of both employees of his company and others.

One of the most important tasks that ensure the success of an entrepreneurial firm is to establish the right relationship between the company's management and employees. Therefore, some well-known firms have developed certain recommendations:

1. Be attentive to criticism and suggestions aimed at improving any solutions, even when they do not directly give you anything, at the same time be polite and never get annoyed.
2. Do not make remarks to an employee in the presence of a third person.
3. Never do yourself what subordinates can do, except in cases where it is associated with a danger to life.
4. Always thank the employee for a good job.
5. If your instructions turned out to be wrong, admit the mistake.
6. Do not use your power until all other means have been exhausted; in the latter case, use your power to the fullest.
7. Don't be afraid if your subordinates are more capable than you, but be proud of them.
8. The most important, but also the most difficult task of an entrepreneur manager is to learn how to encourage subordinates to work productively.

The greatest interest in the unconventional approaches of business managers is a personal example and rejection of rigid methods of administration. Foreign studies show that the discrepancy between the personal example of an entrepreneur manager and the values he preaches undermines the trust of the staff. The staff is guided by moral and ethical norms, the value of which becomes clear from real everyday actions, and the attitudes that the management follows only in words do not take root and only discredit the leaders. Therefore, the following qualities should be inherent in the manager-entrepreneur: attention to all employees of the company, the ability to listen and hear, tolerance for the expression of open disagreement, discussion of problems on the ground among ordinary employees, in difficult moments — lack of desire to find the culprit in the first place.

According to the rules established in our country, entrepreneurial activity can take the following forms: individual and family labor activity, which does not involve the involvement of hired labor; cooperative, joint-stock and rental enterprises or firms, partnerships and limited (unlimited) liability companies, which involve the involvement of hired labor. The status of an enterprise or firm depends on the method of capital formation (personal, joint-stock, unit), on the principles of managerial decision-making (owner, founder, meeting of shareholders or founders) and on the form of profit distribution (personal income, dividend, share payment).

An individual or family enterprise operates on the principles of self-sufficiency, self-financing and self-crediting. The owner of the enterprise is responsible for its financial and economic activities

with his property. An individual or family enterprise is considered established and acquires the rights of a legal entity from the date of its state registration. For state registration, it is necessary to submit to the district administration a citizen's application, a protocol of the family's decision to establish an enterprise, the charter and other documents on the list of state registration.

A partnership or limited liability company is an association of citizens or citizens and legal entities for joint production and economic activities. This is a closed-type enterprise, i.e. it has no shares. The members of the company are liable for its obligations only within the limits of their contributions. This is a union of owners, not employees, as, for example, in an individual or family enterprise. Therefore, the relations within the society are determined primarily by the fulfillment by its participants of proprietary powers. Registration of a limited liability company requires a small authorized capital and involves little effort. This form of entrepreneurial activity is widespread in the Russian economy.

A limited liability company operates on the basis of a charter adopted at a general meeting of all owners and a constituent agreement between them, which is designed to regulate their mutual relations (methods for determining the share of each owner's participation in income, forms of practical assistance to the development of the company, etc.). The supreme governing body is the meeting of participants. The Meeting elects the Chairman of the company and sets the term of his powers. A working executive body (directorate) is also being created, which carries out the current management of the company's activities.

This type of entrepreneurial firms is quite widespread in Western countries. For example, in England, where the designation Ltd (fully — Private Limited Company) is used in the names of firms, limited liability companies, in Germany — GmbH.

A company or partnership with unlimited liability is an enterprise or firm with such an organizational and legal form of entrepreneurial activity in which all members of the company bear unlimited joint and several liability for the obligations of the company with all their property. Everything that everyone can contribute to society is recognized as a contribution: money, property, services, know-how. These deposits are recognized as the common property of the partnership, the conduct of business is carried out on the basis of this property and with the general consent of all participants. The members of this society retain legal independence, and the partnership itself is not a legal entity. In such a society, leadership belongs to private, not collective business. An unlimited liability partnership is usually used as a temporary agreement between entrepreneurs to solve certain tasks.

A joint-stock company is an association of citizens and legal entities for joint economic activities, the property of which is formed mainly through the sale of shares, i.e. securities certifying the right of their owner to the financed part of the capital of the joint-stock company. Shareholders are liable for the obligations of the joint-stock company only to the extent of their contribution (a package of shares owned by them). The company's property is completely separated from the property of individual shareholders.

Legal regulation of business activity in the field of construction.

Various entities act as entrepreneurs in the field of construction activities. Most often, these are construction organizations (customers) and contractors who perform work on the customer's order. At the same time, any subjects of civil law can act as a customer of construction works: (Business law. Legal regulation of certain types of entrepreneurial activity)

Depending on the purpose and the relations that develop during construction, a wide variety of types of civil law contracts are concluded: purchase and sale agreement; supply agreement; energy supply agreement; real estate sale agreement; loan agreement; loan agreement; lease agreement; construction contract...

State regulation and control of business activities in the construction sector

The state authorities of the Republic of Uzbekistan are endowed with a fairly wide range of powers to control business activities in the field of construction. The main ones are: preparation and

approval of territorial planning documents of the Republic of Uzbekistan; approval of documentation on the layout of the territory for placement... The number of construction companies in Uzbekistan has increased by 6022 over the year, the State Statistics Committee reports. According to the organization's research, 40,950 construction enterprises operate in Uzbekistan.

Most companies are registered in Tashkent – 7907, in the capital region – 3577, as well as in Kashkadarya – 3289.

The smallest number of construction organizations falls on Khorezm (1903), Navoi (1560) and Syrdarya regions (1481). In January-September 2022, the share of the construction industry in the gross domestic product (GDP) of Uzbekistan increased to 7.4% against 6.9% in the same period last year.

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