



## The Essence of Strategic Management in the Activity of Enterprises and its Role in the Management System

Amonlikov Shokhrukh

Tashkent State University of Economics, graduate student

**Abstract:** In the scientific article, the non-uniformity of enterprises for the resource concept of the enterprise development strategy, the ability of the organization, the availability of resources, ways to increase the competitiveness of the enterprise, the potential competitors of the enterprise, the constant differences in the composition of existing resources between enterprises, and the cases where they differ from each other in a stable manner, are studied.

**Key words:** enterprise, strategic management, management system, management technology, marketing, promotion, strategy, strategic planning, production, competitive environment, strategic modeling.

**Introduction.** In the world, scientific studies have been conducted in the areas of management by results, quality management, value-based management, and strategic management. Management technologies such as management based on international principles of quality management, mutual integration of management types, development strategy modeling, application of a balanced indicator system, business modeling, monitoring of performance indicators remain urgent scientific issues. One of the urgent issues is to conduct research on increasing the strategic efficiency of the enterprises by introducing the experiences in this regard into the practice of textile enterprises.

Strategic management is a type of management whose methods and tools are aimed at the long-term development of economic systems and flexibly respond to changes in the external and internal environment, which helps to reduce the risk of failure of an industrial enterprise in the process of achieving its goals. Strategic management can be used in the implementation of innovative projects due to their uniqueness and diversity of parameters.

Since enterprises export most of their products to foreign consumers, increasing competitiveness based on ensuring their long-term sustainable development, occupying promising market segments, further increasing export potential, ensuring adaptability to dynamic changes in the market is a necessary condition for effective strategic management and its continuous improvement. is considered

Practice shows that the modern development of industrial enterprises is mainly determined by the effectiveness of strategic management, which, in turn, ensures high final results of production and economic activity and allows enterprises to survive in a competitive environment, that is, in an environment where it is difficult to predict rapid, radical and frequent changes. and enables successful development in the long term.

It should be noted that the economic strategy serves as the basis for the economic efficiency of the industrial enterprise within the framework of the strategic management system. In fact, the strategy develops the rules and methods of economically achieving the strategic development goals of the textile industry enterprise.

**Analysis of literature on the topic.** In order to ensure the satisfaction of consumer demands in industrial production, there was a need to rationally use the available opportunities within limited resources for the production of high-quality products. In order to gain advantage in the conditions of intense competition, industrial production enterprises have focused on the resource concept in the process of strategic management in the implementation of their long-term goals. The emergence of new networks, the emergence of large structures, the merging of networks, the creation of new products and types of resources have caused the need to apply the concept of resources on a large scale [1]. The essence of this concept has been thoroughly studied by researchers, and its supporters are Dj. Barney, B. Wernerfelt, Dj. Grant, K. Kurt, G. Mintsberg, K. Prahalad, D. teeth, G. Hemels are counted.

The resource concept of enterprise development strategy is explained by the uniqueness of enterprises. Due to the availability of resources with these unique characteristics and the ability of the organization, the enterprise can be stable in competitiveness. However, some of the available resources may naturally make it difficult for the company's potential competitors to re-appropriate it. In other words, the permanent differences in the composition of existing resources between enterprises cause them to differ from each other in a stable way [2].

At the next stages of the evolutionary development of strategic management, the main focus in the process of strategic management of industrial enterprises was the development of long-term development strategies and the concept of rational use of available internal resources in their successful implementation. It is worth noting that the achievement of economic efficiency and competitive advantage of manufacturing enterprises in many ways is directly related to satisfying the growing needs of consumers, organizing the production process taking into account their behavior, and thereby organizing the strategic management of their sustainable development in the future. depends. It is the production industrial enterprises that use their internal capabilities, in particular, ensuring their adaptability to changes in the external environment while correctly assessing their internal resources is the key to success. Today, the variety of products, especially textile products, is overflowing on the market, and the rapid development of the fashion industry requires the production of new types of products and the organization of their close introduction to consumers [4].

The availability of effective methods of planning the production process of industrial enterprises in the business planning of alternative distribution of available resources, in particular economic-statistical, economic-mathematical, alternative, chain graph, etc. artificially forms the influencer's unique and unique abilities [3]. Technology, brand, product brand, well-known trademark of the enterprise, the developed system and the level of professionalism of the employees for the organization and management of sales or service can be attributed to such unique resources. Currently, special attention should be paid to this in the strategic management of textile enterprises. Because,

Strategic management appeared in the 60s of the 20th century as a scientific direction and an innovative approach to the organization of management. However, until now, strategic management is considered primarily as a task of managing market entities such as enterprises, firms, organizations at the lower level [5]. It can be said that the concept of "Strategic management" was first used in practice in 1972 (US researchers D. Shendel and K. J. Hatten mentioned this term in their articles). Later, many foreign scholars began to study the essence of strategic management and defined this concept from their own point of view [6]. In the CIS countries, in particular, in our republic, strategic management issues began to be studied rather late, only in the late 1990s. It can be said that the concept of "Strategic management" was first used in practice in 1972 (US researchers D. Shendel and K. J. Hatten mentioned this term in their articles). Later, many foreign scholars began to study the essence of strategic management and defined this concept from their own point of view [7]. In the CIS countries, in particular, in our republic, strategic management issues began to be studied rather late, only in the late 1990s. Nevertheless, in the science and practice of the CIS countries, special attention was paid to this issue, and as a result, a number of definitions were given. In our republic, the issues of strategic management began to be studied quite late, only at the end of the 1990s. Nevertheless, in the science and practice of the CIS countries, special attention was paid to

this issue, and as a result, a number of definitions were given. In our republic, the issues of strategic management began to be studied quite late, only at the end of the 1990s. Nevertheless, in the science and practice of the CIS countries, special attention was paid to this issue, and as a result, a number of definitions were given.

"Strategy" Although the definition of the terms "strategic management" and "strategic management" have a common basis, they should be considered separately. Currently, there are various definitions of this concept in the theoretical aspects of strategic management, and we will consider the most well-known and reasonable definitions.

In the process of conducting research, when studying the category of "strategy", it was concluded that there is no consensus on its description in the literature.

The term "strategy" entered the business theory and practice from military words, which means: "planning and implementing the policy of a country or a military-political union of countries using all available means" [8].

The term "strategy" comes from the ancient Greek words "stratos" (army) and "agein" (to lead). Together they give rise to the word "strategia" or "strategos", meaning "regimental leader" and "army commander" respectively [9].

In the practice of strategic management, Alfred Chandler carried out the issues of revealing the essence of the terms "strategy" and "structure", and determining their different aspects. According to him, "Strategy is a method of developing the company's long-term goals and determining the core directions of resource allocation" [10]. This definition mentions three important components of strategy: development of long-term goals (logically sequential and achievable); acceptance of the direction of movement (directed towards the realization of the set goals); deployment of resources (possible costs necessary to achieve the set goal).

Since the issue of the concept in the practice of strategic management is also important, the issue of the concept of "strategy" has been comprehensively studied by researchers, in particular R. Rumelt, Dj. B. Quinn, K. Andrews [11]. Kenneth Andrews, who conducted research on this issue, agreed with A.Chandler's views on this matter, but only supplemented it with the concept of "specific competence" of the enterprise and how to assess the uncertainty of the external environment in which the company operates. Due to the logic of K.Andrew's opinions in this regard, the SWOT-analysis method was developed.

It should be noted that the "connection" of interactions between the internal and external environment of the firm is considered the main aspect of the theory of K. Andrews. As he researches the issue of strategy more deeply, he connects the specific aspects of the strategies used at different levels of marketing activity, the level of application, the scope of limitations to the structural structures such as market opportunities, corporate capabilities, value system, ideals and aspirations of individuals, social responsibility, described in his previous research. He was the first to distinguish between the concepts of "corporate strategy" and "business strategy". Also, K. Andrews emphasized that in the concept of strategy, aspects such as its formation and implementation are studied as separate stages. He stated that

D. B. Kuin in his work dedicated to the strategy of change gives the following definition regarding the strategy: "strategy is a pattern or plan that describes the organization's goals, policies and activities as a whole. A properly formulated strategy has always made it possible to organize and distribute the organization's limited resources in a certain sense, based on effective and correct vision" [12].

It should be noted that since the term "strategy" is comprehensive, there are different views on the issues of revealing its essence and the interrelationship of the concepts of "goal" and "task" in the definitions given to it and their separation from each other. According to I. Ansoff, sometimes they are considered the same. However, goals are the result of actions aimed at the achievement of the enterprise, and tasks are a set of activities determined to achieve these goals. Therefore, the strategy in relation to the set goals may not be the same when the organization's tasks change.

At present, many definitions of strategic management have been given by researchers, and the authors in their definitions aimed to reveal the essence of strategic management include determining long-term goals and ways to achieve them, planning long-term goals, organizing activities to achieve strategic goals, implementing alternative distribution of existing strategic resources, who focused on aspects such as promotion and control.

Based on the study of these definitions, it should be noted that, in our opinion, "in the implementation of different approaches to the content of this term, all researchers have noted the importance of the flexibility of management decisions and goal setting, taking into account changes in the external environment, external and internal environment. Strategic management, of course, has a certain set of decisions and actions, but for each event (project), these decisions and actions should have a purely individual description.

**Research methodology.** In the article, the comparative comparison of the importance of the strategic management system in the activity of enterprises, the study of statistical data and economic comparison and analysis, logical thinking, scientific abstraction, analysis and synthesis, induction and deduction methods are widely used.

**Analysis and results.** In general, today's modern theory of management, especially strategic management, gives priority to the following main (general) tasks in the classification of management tasks: marketing; planning; to organize; regulation and coordination; control; encouragement (motivation).

**Marketing-** this is an activity aimed at ensuring the sale of goods, speeding up the exchange, which is carried out with the market for the purpose of ensuring human needs and requirements and obtaining profit.

**Planning-** defining the economic system of this creative design perspective. Planning is reflected in the strategy of all economic entities. Management begins with planning, organizes activities, continues with its stimulation, and ends with control. Here coordination is reflected in the process of all tasks.

These tasks have common features characteristic of all stages of management and are present in the activities of all managers and specialists of the management apparatus. They can also be called omnidirectional tasks, because they cover both the length (vertical) and the width (horizontal) of the management system.

In the second approach to the classification of the management task, priority is given to the distribution of management work by specific performers. In this case, a whole system of specific tasks is allocated. For example, in modern western firms, no less than 20-25 tasks related to production are allocated. These are: basic production management; additional production management; production management serving production; marketing management; financial management; quality management; labor management; personnel management; innovation management.

In this case, some types and areas of production management activities are distinguished. We will consider the above-mentioned main tasks of management in detail because they must occupy an important place in the process of production management.

Main tasks:

### 1. Planning

It is the main and primary task of management. Any management starts with planning. In this plan, management goals and tasks, deadlines for their implementation are determined, methods of task implementation are developed, and mutual relations between the links of the national economy are established.

The general feature of planning is that each management employee plans his personal work, develops performance indicators at his workplace, and organizes monitoring of how the plans are carried out.

**2. Organization-** to regulate the technical, economic, social and management system. Organization of management, first of all, construction of optimal organizational systems, effective use of material, labor, and financial resources, organization of relations between management systems.

**3. Coordination and regulation;** If planning is considered a strategy of management, coordination solves tactical issues of management. Coordination allows to eliminate parallelism and duplication of management in order to save money.

Regulation is a continuation of coordination, which aims to implement production processes by eliminating deviations that occur. With its help, possible birth defects are prevented.

**4. Control.** The purpose of this task is not to "apprehend", "reveal", "suspend", but to take into account, check, analyze the processes taking place in the management object and adjust the activity of this object in a certain manner. Organization of effective control is the duty of every leader. In the absence of regular control, high final results cannot be achieved.

The current state of industrial development requires the search for new mechanisms to change the negative situation caused by the sharp increase in competition. At the moment, one of the most effective ways to increase competitiveness in the industry is strategic management.

Despite the variety of definitions given to the term "strategic management", a general opinion about the essence of this definition has not yet been formed (Table 1).

**Table 1. Definition and interpretations of the term "strategic management".**

Superiority Description (feature)	Definitions of the term "strategic management".	The author
Process	"Process - the process of identifying and establishing relationships between the organization and its environment, which is carried out in order to achieve certain goals, and attempts to establish desired relationships with the environment that arise through the allocation of resources"	D. Shendel and K.Dj. Hatten
	"Management process for mission implementation through the interaction of the environment and the organization"	Dj. Higgins
A collection of solutions and actions	"A set of concrete decisions and actions created for the formation and implementation of a strategy and aimed at achieving the organization's goals"	Dj. Pierce and R. Robinson
Control way	"The most complete way of managing the organization for social development, implementation and adaptation of the chosen strategy to the organizational structure of the enterprise and the external climate"	D. Hassi
Description (Feature)	Definition of "strategic management".	Authors
Activity	"The activity of developing the goals and tasks of the organization, which will allow it to achieve its goals in accordance with the internal capabilities of the organization, and the development of activities related to maintaining a number of relationships between the environment and the organization itself"	I. Ansoff
	"The activity of developing the mission and goals of the organization and ways to achieve them, which will allow the organization to develop in an unstable external environment through changes and changes in the external	L.S. Shekhovtsova

	environment"	
Control type	"The type of management of the organization that relies on human potential, responds flexibly and focuses production activities on the needs of target consumers, makes timely changes in the organization and faces the challenges around it, allows to achieve a competitive advantage that determines the ability of the organization to survive in the long term"	O.S. Vihansky

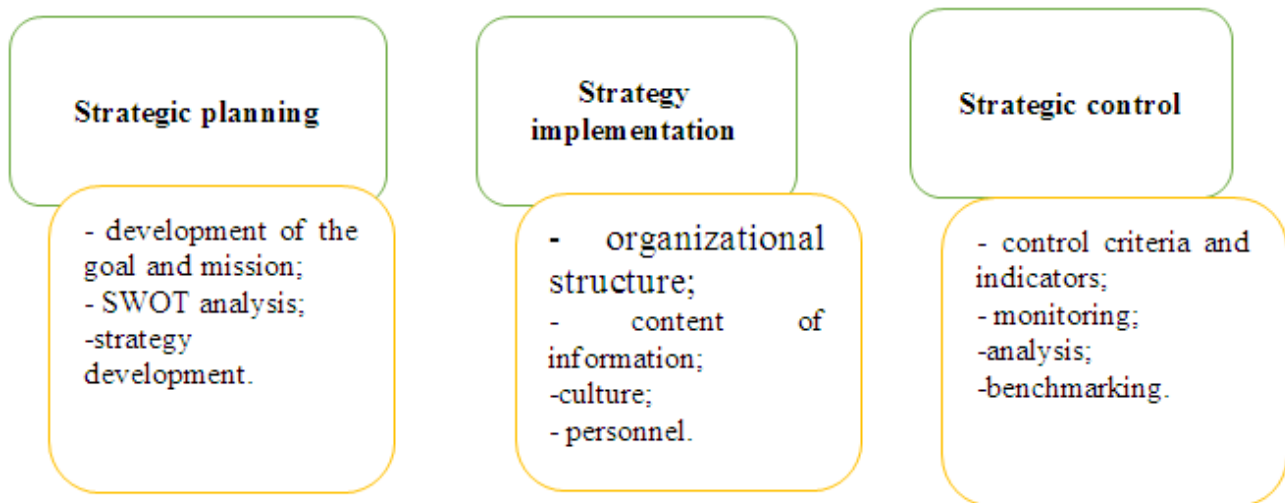
In our opinion, the interpretation of this concept from the point of view of activity is too narrow because the concept of "activity" can be viewed as a set of consecutive actions.

According to a number of researchers, in general, "strategic management is the activity of top management that consists in distinguishing promising directions of corporate development, it is related to setting goals and objectives, as well as maintaining effective cooperation between the enterprise and its external environment, which is the enterprise's internal "allows to achieve the goals that correspond to their capabilities and meets the external requirements and problems of the external environment".

In our opinion, the essence of this concept is most clearly reflected by O.S. Vihansky, because the definition of strategic management in terms of the type of management logically distinguishes it as general and individual characteristics. In addition to the main characteristics of strategic management, this researcher also emphasizes the relevance of human potential, which is certainly important in terms of its impact on the operation of an industrial enterprise. It should be noted that strategic management includes best practices and tools and can be applied not only to an industrial enterprise, but also to other objects.

In order to prioritize and define the scope of each concept, it is necessary to consider the strategic management framework, which is often expressed in the context of the process.

A. L. According to Gaponenko, the strategic management process includes three stages (Figure 1).



**Figure 1. Strategic management process**

**Summary.** Strategic management is a system of purposeful influence on the object of management (organization, project, region) and the provision of an alternative state of the object of management in the long term, which can proactively respond to the problems of the external environment through the flexibility of management decisions.

The most interesting from the point of view of developing a "new conceptual approach" to the problems of sustainable development of society is the "configurational school", the last of this classification, which includes other approaches, the content of strategies, the process of its formation, the organizational structure and the life cycle of the management object. collects information about

the environment in the following steps. However, all management schools presented in the scientific literature, including the "school of configurations", collect the theory and practice of strategic planning of enterprises (corporations, small enterprises, etc.) and do not consider the state of modern strategic management problems and experience based on the territorial principle.

New economic conditions forced local researchers and practitioners to search for adequate forms, methods and tools for strategic management of territories, in particular, they tried to apply the principles and methods of strategic management implemented at the enterprise level to socio-economic systems based on the experience of foreign countries.

It should be noted that, usually, the relationship between the concepts of "Strategic management" and "strategic planning" creates a lot of confusion. Analyzing the scientific literature, it became clear that a number of authors equate the process of strategic planning with strategic management. However, in our opinion, these categories should be considered separately and as a whole.

There is no doubt that it is necessary to use the mechanism of strategic management for the further development of enterprises. However, enterprises today do not have a well-developed mechanism for the effective application of strategic management, because a system that takes into account the specific characteristics of textile enterprises has not yet been developed.

### List of used literature

1. Katkalo V.S. Theory of strategic management: stages of development and basic paradigm // Vestnik SPbGU. Ser. "Management". 2012. – Vyp. 2. - S. 89-96.
2. Zub A. T. Strategic management: teacher and practical training / A. T. Zub. - 4-e izd., pererab. i dop. - Moscow: Izdatelstvo Yurayt, 2021. - 375 p.
3. Lapygin Yu.N. Strategic management: uchebnoe posobie / Yu. N. Lapygin. - Izd. 2-e. - M.: INFRA-M, 2014. - 207 p.
4. Rodionova V. N. Strategic management [Text]: ucheb. posobie / V. N. - M.: INFRA-M, 2016. - 542 p.
5. Gerchikova I.N. Management: Uchebnik dlya vuzov. - M.: "Dajkov i K", 2009. - 651p.
6. Petrov V.V. Strategic management / V.V. Petrov. - Saratov: SGTU, 2004. - 288 p.
7. Petrovsky A.B. Teoriya prinyatiya resheniy / A.B. Petrovsky. - M.: Izdatelsky center "Akademiya", 2009.- 456 p.
8. Karloff B. Delovaya strategy. - M.: Economics, 2001. -239 p.
9. Skinner W. Corporate strategy development. - M.: Yunves, 2014. - 812 p.
10. Chandler, AD Strategy and Structure: Chapters in the History of the American Industrial Enterprise / AD Chandler. - NY: Paperback, 1962. - 174 r.
11. Rumelt R. Otsenka biznes-strategii / Mintsberg G., Quinn Dj.B., Goshal C. Strategicheskiy protsecc. – CPb.: Peter, 2001. – 130 c.
12. Cavchenko A.B. Strategic management: Uchebnoe posobie / A.B. Cavchenko. - M.: Rior, 2019. - 440 c.
13. Saidov Mashal (2021) Opportunities for the formation of the electricity market in Uzbekistan. 2<sup>nd</sup> Global Symposium on Humanity and Scientific Advancements Hosted from Jacksonville Florida, USA. December 30<sup>th</sup> 2021. P. 179-183. <https://conferencepublication.com/index.php/aoc/article/view/1806/1891>
14. Саидов Машғал Самадович (2021) Электр энергетика соҳасида тариф ва нарх шаклланишидаги муаммолар ва олиб борилаётган ислохотлар. "Iqtisodiyot va innovatsion texnologiyalar" ilmiy elektron jurnali. № 6, noyabr-dekabr, 2021 yil  
file:///C:/Users/Acer/Downloads/%D0%93%D0%9E%D0%A2%D0%9E%D0%92%D0%9E+E2%84%96+6+2021\_145%20(1).pdf

15. Saidov Mash'al Samadovich, Hasanov Abdumukhtar Azizalievich (2023) Institutional Characteristics of the Regulation of Natural Monopoly Fields. International Journal of Business Diplomacy and Econom. ISSN: 2833-7468 Volume 2| No 3| March-2023.  
file:///C:/Users/Acer/Downloads/149-156+Institutional+Characteristics+of+the+Regulation+of+Natural+Monopoly+Fields%20(2).pdf
16. Саидов Машъал Самадович (2023) Электр энергетика тармоғини бошқаришдаги муаммолар ва уларни бартараф этиш йўллари. "Iqtisodiyot va innovatsion texnologiyalar" (Economics and Innovative Technologies) ilmiy elektron jurnali. 1/2023, yanvar-fevral (No 00063). <https://iqtisodiyot.tsue.uz/journal/index.php/iit/article/view/195/228>
17. Saidov Mashal Samadovich, Rakhimberdiev Khatamboyl Dilshodzhon ugli (2023) Organization of Production and Management of New Enterprises. AMERICAN JOURNAL OF ECONOMICS AND BUSINESS MANAGEMENT ISSN: 2576-5973 Vol. 6, No.1,2023.  
<https://globalresearchnetwork.us/index.php/ajebm/article/view/1908/1737>
18. Saidov Mashal Samadovich, Ruziev Erali Yarash ugl (2023) Features of the System of Digital Information and Communication Technologies in the Management of Companies. MANAGEMENT ISSN: 2576-5973 Vol. 6, No.1,2023.  
<https://globalresearchnetwork.us/index.php/ajebm/article/view/1911/1740>
19. Saidov M.S., Shafaiziev Sh. The main aspects of the development of the production potential of the enterprise. "Экономика и социум" №1(104)-1 2023.  
<https://cyberleninka.ru/article/n/the-main-aspects-of-the-development-of-the-production-potential-of-the-enterprise/viewer>
20. Saidov M.S., Koshbokov D.M. Features of international companies in world business. "Экономика и социум" №1(104)-1 2023.  
file:///C:/Users/Acer/Downloads/features-of-international-companies-in-world-business.pdf
21. Saidov M.S., Abdumadjidova Sh. Main tools of lean manufacturing in the management system. "Экономика и социум" №1(104)-1 2023.  
file:///C:/Users/Acer/Downloads/main-tools-of-lean-manufacturing-in-the-management-system.pdf
22. Saidov M.S., Barnaeva N. Features of diversification of products and products of competitive procedure. "Экономика и социум" №1(104)-1 2023.
23. file:///C:/Users/Acer/Downloads/features-of-diversification-of-products-and-products-of-competitive-procedure.pdf
24. Saidov M.S., Karshiev A.N. System of export activity management in Uzbekistan. "Экономика и социум" №1(104)-1 2023. file:///C:/Users/Acer/Downloads/system-of-export-activity-management-in-uzbekistan.pdf