



## Improving Strategic Management Activities in Farms

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**Abstract:** The scientific study is focused on a current issue that is crucial for assuring the socioeconomic development of the nation, and it classified and analyzed the scientific-theoretical basis for enhancing farm strategic management and the possibilities for raising its efficiency.

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

Early on in the evolution of management, the property's owner, the entrepreneur, oversaw production using his own experience. Man's interest in management evolved along with the rise in the necessity to develop production. In light of this, management personnel training received additional consideration.

The creators and advocates of scientific management have developed their own scientific ideas for the structuring and advancement of management. The "Twelve Principles of Productivity" was written by the eminent economist and theorist Garrington Emerson (1853–1931), who was the first to introduce a framework of theories for maximizing human activity. 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 incentives<sup>1</sup>.

Significant contributions to the advancement of scientific management were made 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 suggested methods of carrying out specific jobs. Additionally, Henri Fayol, a French engineer, connected management duties such as planning, ordering, agreement, and control with optimization.

Guto Münstererg (1863–1916), the father of industrial psychology, first addressed the psychological aspects of personnel management in his books "Business Psychology" and "Psychology and Industrial Efficiency," as well as the value of testing in hiring, employee development, and organizational strategies for improving production efficiency. explained. The groundwork for the broad application of various psychological techniques in the practice of dealing with personnel 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 employees for leadership positions were

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

laid out by Guto Münstererg. He listed the following as the top three business concerns in his opinion: how to select employees scientifically; under what psychological circumstances can each employee expect to perform at their best; how these concerns are developed by them; and how tests are created to assess aptitude for various jobs. 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. Man is a natural and perpetual capital, claims L. Walras. As a result of it not being purposely manufactured to last forever, each generation creates more of its own kind. According to a number of economists, a person's skills—both inherited and acquired—are their capital, not the person themselves.<sup>2</sup> According to DJ. S. Mill, people are wealth generators rather than capital. On the other hand, a person's acquired skills that are realized via labor and appear as a tool might be categorized as capital. They also developed the notion that this nation's riches, along with its machinery and equipment, is derived from the talent and tenacity of its employees.<sup>3</sup> However, at the time of these scientists, the "Human capital" theory was not widely accepted.

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 positive assessment of the results so far. As a result of the foregoing, the objectives of economic analysis can be stated as follows:

- studying the dynamics of agriculture and how it is used;
- figuring out what influences changes in the volume of production;
- making full use of opportunities to increase the volume of services;
- organizing work in accordance with a strategic plan;
- timely addressing issues revealed by economic analysis and underutilized 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 specific work types' organizational structures.

Farms are being used for some 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 constantly 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 case, depending on the circumstances.

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

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

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

<sup>2</sup>Mill. J. S. Principles of Political Economy – L., 1920. –P.47.

<sup>3</sup> Добрынин А.И., Дятлов С. А., Цыренова Е.Д. «Человеческий капитал в транзитивной экономики» - СПб.: Наука. 1999 – С. 23.

**Table.**

## Composition of administrative duties

Defining goals	- to determine the future state of the farm
Strategy development	- determining the methods of achieving goals
Work planning	- assign tasks to specific performers
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 strategy, it is necessary to handle five interconnected problems.

1. Determining the type 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 produce the required indications.

4. Successful use of the selected approach.

5. Evaluation of the finished product, market analysis, correction of long-term major activity directions, objectives, strategy, or methods of implementation, and introduction of fresh concepts.

Several client organizations, processors, material supply businesses, and partner organizations influence how agricultural projects are carried out in the area. In order to clarify the long-term orientations of integrated activities with them, cooperation agreements must be formed. One of the integrated system's most crucial criteria is a high level of human factor activity. The interaction of classes, strata, and groups holding various positions "ensures the growth of society," according to the human factor.<sup>4</sup> 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.

According to A.V. Chetverikov, the building of interconnected structures, or the development of significant prospective directions, might produce a synergistic effect in agricultural productivity<sup>5</sup>.

This system indicator enables a thorough evaluation of each farm and cooperative service enterprise's productivity. The outcome, the prompt completion of the task, and the parties' material interests are all taken into consideration in this.

<sup>4</sup> 5. Заславская Т.И., Ривкина Р.В. Социалогия общественной жизни: очерки теории. – Новосибирск. Наука. 1991. с. 35.

<sup>5</sup> Четвериков А.В. Основные направления повышения эффективности экономического механизма хозяйствования в агропродовольственных холдингах // Экономические науки. -2009.-№8.- С.145-148.

Temporary or other obstacles do not result in conflicts in the system or among businesses; instead, issues are recognized and amicably resolved through organization and cooperation<sup>6</sup>.

The primary duties in determining 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 changes 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 in ensuring the strategy's implementation is that the enterprise's results and its goals are mutually compatible and cohesive.

It is essential for the strategy's successful 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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<sup>6</sup> Мадалиев А. Ўзбекистоннинг ижтимоий-иқтисодий тараққиёти миллий моделини яратиш асослари. - Т.: Фан, 2004. - Б. 74.