



SPECIFIC FEATURES AND MANAGEMENT METHODOLOGY OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP MANAGEMENT

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ANNOTATION

This article provides information on the management of small business and private entrepreneurship and its specific features.

Keywords: Production, enterprise, management, small business, office, organization, reform, management functions, management efficiency

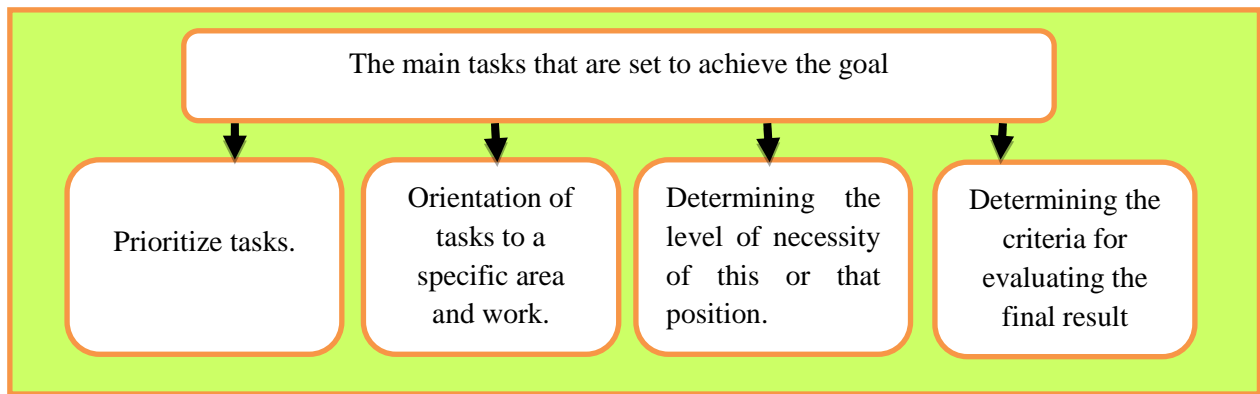
INTRODUCTION

The future development of any production depends on its proper organization and management. The effectiveness of management activities often depends on the decisions made, and the whole chain of questions and problems in the enterprise, the exact solution of which is entrusted to the manager. Efficiency also depends on production, technical, social, economic, marketing and legal tasks, correct decision-making and timely execution. All the problems to be solved are taken into account by any manager and this is reflected in his management style as well as in the whole management process.

At present, in the implementation of reforms to develop small business and private entrepreneurship in the country's economy, the heads of khokimiyats, departments, organizations, institutions and enterprises responsible for their results are measured by new criteria. It is expedient to accept the concept of new criteria as the norms that should be known to the leaders of the country's economic reforms, newly adopted normative documents and modern management system.

MAIN PART

It should also be noted that every leader must always remember that one of the five principles of the transition to market relations in Uzbekistan is that the state will be the main reformer. Because it determines the role of the leader in the implementation of reforms. When managing an enterprise, organization, or other institution, it is first and foremost required to set a goal and set specific tasks to achieve it. A goal is a common dream, a set of hopes, intended to achieve this or that goal. It is this goal that directs one's activity to the realization of one's dreams. As noted above, the leader first identifies the goal he or she has set for himself or herself and then identifies the tasks that need to be performed in the future to achieve that goal (Figure 1).



Source: Author's development

Figure 1. The main tasks that are set to achieve the goal

For the management of small business and private entrepreneurship, which has its place in the country's economy, in general, it is essential that the goal is scientifically sound and well-defined. Because it is for this purpose that important issues such as management functions, methods and structural structure, as well as the appointment of positions and staff selection are addressed. Any goals can be: simple, challenging, innovative, and focused on the development of the individual. Therefore, target management researchers categorize goals into four groups, regardless of the organization in which they are produced, namely, conventional goals, problem-solving and personal development goals, and employee-related goals. believe that it is divided. The first group includes such goals, the appointment and implementation of which is the daily duty of the leader and employees. The ways, means and methods of achieving such goals are basically a set of actions taken to plan the production of a product and to carry out that plan. Challenging and innovative goals are significantly different from ordinary ones. The real meaning of this difference is in the description of achieving them. Challenging and innovative goals require a great deal of mental energy expenditure because it involves new elements. It is identified and produced to achieve a positive result. Problem goals are also related to the change in the situation necessary for the normal operation of a firm or an individual. Among the problematic goals it is necessary to include more innovative goals, which are related to the search and development of new tools, methods and new products. It is important to note that the more ambitious the goal set by the manager or employee, the higher the level of difficulty. This is because the concept of problematization is not only an objective layer, but it also encompasses a weighty subjective factor. One goal may be simple for one employee, problematic for another, and innovative for another. In the first case, if the servant has the necessary means to achieve it, he will have sufficient knowledge and ability to carry out the assigned task without great difficulty. Another servant sees this goal as difficult and new for some reason or another that requires more mental effort than it is new. In the system of targeted management, the leading role is given to the problematic and innovative goals of the general and the individual. The fourth group of goals used in target management are goals related to improving the performance of employees in the organization, which can be long-term (strategic) goals that are common to the entire organization, or short-term goals for departments and finally individual goals. The goal of the individual is basically to improve the skills of almost all leaders and their subordinates. The timeframes for achieving such goals may vary. Some necessary changes can be made to the planning to achieve the goals. There is a new perspective in the economic literature in assessing the feasibility of a targeted management approach, which we believe deserves special attention. Its authors, Likart, and his colleagues believe that the appropriateness or,

conversely, the incompatibility of targeted management depends largely on the type of management style adopted in the organization. They consider four methods of governance: exploitative-authoritarian, with elements of authoritarian trust, advisory, and democratic. Based on the results of the research, it can be noted that in organizations with a consultative and democratic management style, it is highly effective through targeted management.

Of course, in order to increase the efficiency of management of enterprises and organizations in targeted management, it is required to meet a number of requirements. Including:

the basic requirements for the purpose of management must be clear, realistic and achievable. The purpose, the principles of its management, the end result must all be understood and conveyed to them in simple language in writing;

the goal should be quantitative, meaningful, and understandable to all performers. A goal that does not have a quantitative measure, a norm, is a vision, and non-compliance with this requirement is tantamount to preparing the ground for the failure to achieve the planned goal in advance;

the goal should be multi-faceted, detailed in terms of departments and responsibilities. The goal should be detailed down to the smallest detail for each type of activity, for each responsible person. Only then can the level of implementation of this goal be clearly controlled.

Of course, the essence of solutions in the management of the economy depends on many objective factors, the ownership of the means of production in different forms of ownership; deep division and specialization of production and labor; management of labor and material and technical resources; expansion of intersectoral, inter-industrial ties; establishment of a joint venture; practical application of marketing; access to foreign economic relations of enterprises and industries depends on the risks in making management decisions.

CONCLUSIONS

It should be noted that the above requirements are based on the basic requirements for management decisions, such as democracy, scientific validity, clear direction, brevity and concreteness of time, as well as the efficiency of the decision. Many forms and methods of developing and applying management decisions in management practice have been collected. Depending on the complexity and content of the goal, there is a general scheme of the sequence of managerial actions in the preparation and decision-making of management, the use of methods such as economic analysis, expert valuation, and knowing it helps to consider specific decisions. Another advantage of small business and private entrepreneurship is their quick adaptability to demand. Confirming this, we can say that production is carried out at these enterprises. After all, this is one of the main conditions of the business. In this regard, it is necessary to strengthen the specialization of small business and private entrepreneurship in production, to adapt quickly to market conditions, to forecast demand and to conduct production and trade without gypsum.

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