

## Improving the Strategic Management System of Automobile Enterprises

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### ABSTRACT

*The article examines the conditions and factors for improving the management structure of the automotive industry, ensuring an integrated link between the enterprise management system and the production process. Scientific proposals and recommendations aimed at reducing the number of links in the centralization and specialization of the management system of the automotive industry in the open market and increasing the effectiveness of the mechanism of distribution of tasks and responsibilities of management bodies have been formed.*

**KEYWORDS:** *management system, operational management system, management efficiency, management functions, management method, management strategy, market strategy, market factors.*

### INTRODUCTION

At present, in the practice of automotive enterprises, a high level of attention is paid to the process of improving the management system. This process is associated with an increase in the level of responsibility for the economic situation of the automotive industry, and the leadership of the modern management system determines the performance of enterprises. Therefore, the introduction of modern management relations in the management system of the automotive industry is one of the priorities today. Today, in the world practice, the majority of automotive enterprises specialize in developing a concept, strategy and program aimed at ensuring their development. The long-term success of any automotive enterprise depends on this system,

In turn, the lack of formation of the management strategy of the automotive industry leads to the emergence of errors and shortcomings that negatively affect the development of the enterprise. Therefore, it is expedient to ensure that the management system of the automotive industry is compatible with the changing conditions of the external and internal market environment.

The current issue of development of the automotive industry in Uzbekistan is related to improving the efficiency of the management system of the automotive industry. Development of a strategy for more accelerated development of the automotive industry until 2023, the introduction of modern market mechanisms and management methods based on best international practices, ways to unify the investment attractiveness of the automotive industry, including tax and customs regimes for all enterprises engaged in motor vehicles and their components increase by [1].

The above series of cases planning of operational functions of management in the improvement of the management system of automotive enterprises demonstrates the relevance of scientific research that affects the effective allocation of material, financial and labor resources within the management system.

### LITERATURE REVIEW

Factors influencing the process of improving the management system of industrial enterprises have a special place in the research of foreign economists F.E.Udalov, O.F.Alyokhina, OS.Gaponova.

According to the results of the study, the organizational processes in the activities of the enterprise are recognized as an important factor in improving the efficiency of the management system [2]. In the research conducted by I.I.Frolova, the obligations to the associations of organizational units, the formation of innovative directions of the contract system are recommended as organizational elements of improving the efficiency of the management system of industrial enterprises [3]. In the research of A.A.Tsyrenova the main categories of increase, the structure and interdependence of the internal and external environment of the organization, the essence of the principles and methods of effective management in industrial enterprises, the communication process and its management efficiency, depend on theoretical approaches to decision making [4]. D.V.Arutyunova through her research recognizes that the motivation of labor in improving the management system of automotive enterprises depends on the mechanism of strategic planning and implementation of organizational structures and relationships [5]. D.Battini, in the research conducted by N. Boysen, serves to argue that the main priority in the management system of automotive enterprises depends on the systematic organization of the process of using this potential, along with the existing economic potential in enterprises [6]. In her research, P.A.Nechaeva suggests considering the possibility of management based on an expert system to increase the efficiency of supply chain management, focusing on the process of providing material resources in the management system of automotive enterprises [7]. X.S.Asatullayev, B.O.Tursunov, A.A.Mamanazarov's research notes that in the formation of an effective management system in the enterprise, it is expedient to form a plan of action of management elements, to determine this action plan based on the management strategy [8]. According to the research of F.M.Matmurodov, R.I.Gimush, the improvement of the management system of industrial enterprises should be coordinated with the perspective goals and opportunities of the enterprise, the interests of employees [9]. According to the research of B.V.Nasimov, the effectiveness of management in the enterprise shows that the need for practical application of strategic management is justified. For these reasons, the variability of the external environment affecting the enterprise has a special place in the strategic management system [10]. note that it is advisable to define this action plan based on the management strategy [8]. According to the research of F.M.Matmurodov, R.I.Gimush, the improvement of the management system of industrial enterprises should be coordinated with the perspective goals and opportunities of the enterprise, the interests of employees [9]. According to the research of B.V.Nasimov, the effectiveness of management in the enterprise shows that the need for practical application of strategic management is justified. For these reasons, the variability of the external environment affecting the enterprise has a special place in the strategic management system [10]. According to the research of F.M.Matmurodov, R.I.Gimush, the improvement of the management system of industrial enterprises should be coordinated with the perspective goals and opportunities of the enterprise, the interests of employees [9]. According to the research of B.V.Nasimov, the effectiveness of management in the enterprise shows that the need for practical application of strategic management is justified. For these reasons, the variability of the external environment affecting the enterprise has a special place in the strategic management system [10]. According to Gimush's research, the improvement of the management system of industrial enterprises should be coordinated with the future goals and opportunities of the enterprise, the interests of employees [9]. According to the research of BV Nasimov, the effectiveness of management in the enterprise shows that the need for practical application of strategic management is justified. For these reasons, the variability of the external environment affecting the enterprise has a special place in the strategic management system [10]. According to Gimush's research, the improvement of the management system of industrial enterprises should be coordinated with the future goals and opportunities of the enterprise, the interests of employees [9]. According to the research of B.V.Nasimov, the effectiveness of management in the enterprise shows that the need for practical application of strategic management is justified. For these reasons, the

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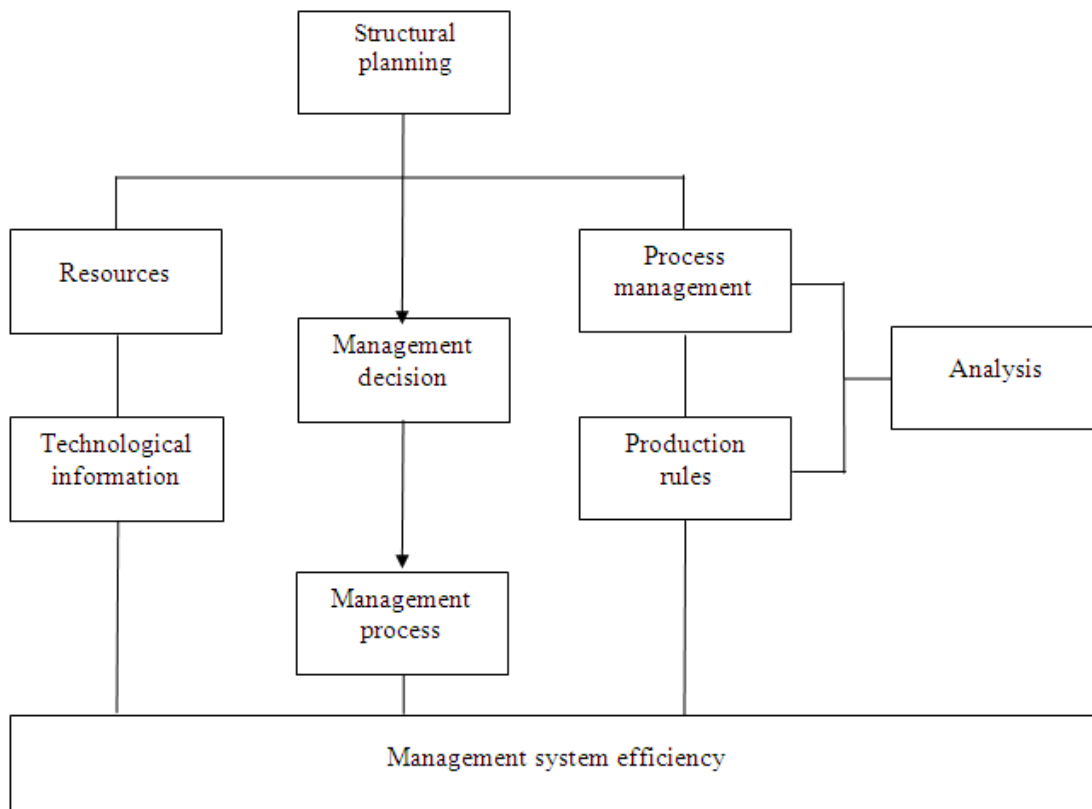
These studies examine factors such as the existing capacity of industrial production and the role of logistics in improving management efficiency in industrial enterprises. However, the role of external factors influencing this process is not scientifically based.

## RESEARCH METHODOLOGY

In the course of the research, research topics of economists in general economic literature and scientific articles were studied through the methods of scientific abstraction. Conclusions, recommendations and general recommendations are given through a systematic approach to the process of improving the management system of automotive enterprises and methods of comparative analysis.

## ANALYSIS AND DISCUSSION OF THE RESULTS

The process of ensuring qualitative changes in economic growth in the automotive industry depends directly on the management system, the process of improving the management system reflects the necessary conditions and factors for the organization of the automotive industry, organizational and technical indicators of production. However, the effectiveness of management depends on market parameters that reflect the needs and desires of consumers, which is also reflected in the activities of the automotive industry.



**Figure 1. Automotive Industry Management System \***

\* Source: Formed by the author.

Management planning in the automotive industry; increasing the interest of business units, the

formation of a system of incentives, the study of the impact of market factors in the adjustment of the real volume of trade to the needs of potential consumers. Therefore, the correct choice of organizational structures of management in industrial enterprises is required.

Under the influence of a combination of different tools that can be formed in a creative way in the management system of the automotive industry, the direction of the organization's activities is expanding. This is especially true in the process of expanding the geography of foreign markets of the automotive industry. Elements of the existing management structure in the enterprise in a stable relationship with each other require consistent action of management bodies and employees to influence the object of management in different ways to achieve the goals.

The dynamic processes that occur in the management system of the automotive industry serve to ensure that the results of system management are consistent with this management process. Alternatively, the use of data from the control object determines the requirements for the selection of the control system. In our opinion, it is expedient to identify the components of the system in order to achieve management efficiency in the automotive industry (Figure 1).

This expression of interdependence in the management system of the automotive industry serves to increase the level of development that allows the company to manage the usual directive management. This simplified model of enterprise management reflects the professional characteristics of the overall management system. If the basic principles of effective management are not violated, then you can create your own original management system, which many leading companies have proven in practice.

The effectiveness of strategic management of the enterprise is more important than operational management. But both of these components are very important for the foreign market activities of the automotive industry. These two components serve to ensure that the operational management system is consistent with the chosen strategic direction in enterprise management activities.

**Table 1. Management efficiency indicators and their impact on the enterprise \***

<b>Management efficiency indicators</b>	<b>Scope of impact on areas of enterprise management</b>
The employee understands his duties correctly	<ul style="list-style-type: none"> <li>➤ Development, description of business processes;</li> <li>➤ Goal setting (clear interpretation);</li> <li>➤ Develop and communicate strategy to achieve goals;</li> <li>➤ Task planning;</li> <li>➤ Goal setting;</li> <li>➤ The mission of the company;</li> <li>➤ Corporate culture;</li> <li>➤ Controlling the reception of information.</li> <li>➤ The employee understands the contribution to the overall result, the intermediate results. Taskers achieve a task divided into blocks that they can understand.</li> </ul>
Qualifications and abilities required for the employee	Accurate assessment of human resource needs; Recruitment; Regulation of staff activities; Establish principles and methods of personal effectiveness; Encouraging professional skills; Education.
Employee incentives are in the best	Development, description of business processes;

interest of the organization	Adequate evaluation of results; System of financial incentives (rewarding of results); Taking into account personal motivations; Conflict situation and timely prevention of conflicts; Resolving system conflicts; Career motivation; Career plans.
Decisions are made in a timely and quality manner.	Development, description of business processes; Having up-to-date information for decision making (information system, collaboration); Decision-making criteria are clear (mission, values, relationships, rules, understanding of the goals and objectives of the enterprise); Delegation (decision-making centers should not be overloaded); Separation of powers and responsibilities; Decision making training.

\* Source: Formed by the author.

In order to increase organizational efficiency in the management of automotive enterprises, comparative analysis is carried out, and in accordance with the conclusions based on the results of the analysis, the existing management problems in the activities of the enterprise are eliminated. The search for the causes of an existing problem in the management process, as well as the formation of solutions to it, depends on how employees understand and comprehend information about goals and objectives. In turn, the ability to make the right decisions is assessed by the ability to respond adequately to the situation and focus on solving enterprise problems.

In the process of assessing the effectiveness of the management system of the automotive industry, it is necessary to develop clear indicators and criteria for achieving the goals in determining the goals and objectives to be addressed. The main goal is to find weaknesses in the management of the enterprise. As a rule, they are concentrated in places of deviation from normal activity and have easily explained reasons.

By checking the unity of understanding of goals by all members of the management team, it can negatively affect the effectiveness of management if senior officials of the enterprise have different views on the tasks and priorities facing them in organizing the production process. While the shortcomings identified in the application of the diagnostic model are based on mechanical and humanitarian models, problematic processes in the enterprise management system are coordinated through the interaction of several factors - raw materials, means of production, labor, management and ancillary structures.

There is also a model of mechanical evaluation of the management system of the automotive industry, which allows to identify various problems in the management system. In this model, humanitarian human resources come first. Also, through the motivation of leadership roles, communication plays a leading role in important management decision-making. When using this evaluation model, it is necessary to pay close attention to operational management, as well as the personal contribution of managers in improving management efficiency. Models can also be applied simultaneously to ensure that the results of the analysis are as accurate as possible.

The selection of model-based assessment tools and methods includes interviews and psychological tests. It serves to enhance the business qualities and personal careers of senior members. In real

practice, computer modeling is often used, the results of which serve to assess the practicality and expediency of the organizational structure. Special software tools are used to simplify these tasks.

The process of analyzing the performance of structural units in a management system serves to justify how functions are distributed among departments. It is also necessary to analyze the psychological and economic feasibility of the management system. It is necessary to check the compliance of the functions assigned to the departments with their main objectives, to identify cases of duplication of the same tasks by different departments of the enterprise. The analysis identifies deficiencies that need to be addressed.

The management style formed in the enterprise serves to study the business qualities of the members at the management level, their attitude to the performance of their duties. Therefore, special attention should be paid to the development potential of managers in the automotive industry, the assessment of the level of compliance of employees in the departments.

### CONCLUSIONS AND SUGGESTIONS

The key point in the formation of an effective system of strategic planning of the enterprise should be the creation of a strategic planning service as an element of the organizational structure of the enterprise, aimed at the practical implementation of the strategic planning process. The main purpose of this service should be to form, manage the functioning and improvement of the strategic planning system in the enterprise.

Within the framework of the technology of formation of the strategic planning system in the enterprise, the work schedule of the service can be represented in three stages:

1. Formation of strategic planning service.
2. Develop a system of plans.
3. Implement the developed strategies.

In the first stage, the Regulation on the service will be developed, its place in the organizational structure of the enterprise will be determined and its staffing will be organized.

In the second stage, the directions are determined by modeling the business environment based on the selected strategic planning technology.

The third stage involves the implementation of developed strategies, on the one hand, the elaboration of plans, and on the other - their integration over time. Here they should be checked and adjusted if necessary.

The connection between marketing and the strategic management process should be reflected in the interaction with innovation and investment activities. Marketing and innovation and investment activity management should be one of the most important tasks of strategic management, as these types of activities are the center of strategic initiatives.

In order to more fully implement the system of plans in enterprises, it is designed, firstly, to ensure the formation of plans on the principles of commercial accounting for strategic economic units, and secondly, to ensure the interaction of leading services involved in strategic planning. The formation of plans of strategic business entities and the interaction of financial and marketing services allow the formation of a system of enterprise plans organized in accordance with the strategic planning algorithm.

The system of plans for enterprises can be presented in the following form:

1. A strategic plan of an enterprise with at least 3 years of planning.

2. Annual plan of the enterprise on a quarterly basis.
3. A monthly plan for production, sales, introduction of new equipment and financial flows, which is an annual plan developed in accordance with changes in the external and internal environment of the enterprise.
4. Weekly and daily operational production and shipment plans.

One of the important conditions that contribute to the effective implementation of the strategic planning process is the optimization of document flow and information flows, as well as the means and methods of their processing within enterprises. Control is the final step in the process of forming a system of plans. The main method of control is to analyze whether these actual indicators deviate from the planned ones. The control should identify both problems of the strategic planning system, errors in the construction of the mathematical model, and tactical errors of each individual unit.

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