

Strategic Planning: Gnoseological Approach

Shayakubov Babur Ahmadjanovich

Independent Applicant

ANNOTATION

The article analyzes the problems of understanding strategic planning, the concept and essence of this category, the different views of scientists on strategic planning. Analyzing the development of strategic planning in the scientific literature, the author notes that there are different views in understanding strategic planning. It is noted that strategic planning is a factor of strategic stability in the context of the rapid development of social relations, the digitalization of the economy and public administration in all spheres of public life. The role and importance of strategic planning in ensuring national security are considered. Functions, principles and methodology of strategic planning are analyzed.

KEYWORDS: *“Development strategy”, planning, strategic planning, theory of strategic planning, methodology of strategic planning, principles of strategic planning.*

Introduction. Планирование составляет важный элемент любой управленческой деятельности, тем более оно присуще такому важному виду деятельности, как государственное управление. Наглядным примером применения стратегического планирования, как инструмента определения стратегических национальных целей и приоритетов развития страны, является реализация «Стратегии действий по пяти приоритетным направлениям развития Республики Узбекистан на 2017–2021 годы [1] и «Стратегии развития нового Узбекистана на 2022 — 2026 годы» [2] Безусловно, стратегическое планирование необходимо и в такой важнейшей сфере жизнедеятельности общества и государства, как национальная безопасность.

Main part

It should be noted that the study of the problems of strategic planning implies the need to consider the scientific and theoretical aspects of the category "strategic planning".

Strategic planning issues were actively developed by such scientists as A. Chandler, I. Ansoff, G. Mintzberg and others [3]. In neighboring countries, the studies of such scientists as S.P. Bolotov, Yu.V. Gusev, O.S. Vikhansky, V.S. Katkalo, R. Kunakbaev, A.N. Petrov, R.A. Fatkhutdinov, E.A. Utkin and others [4]. They carried out the scientific development of methodological and scientific-methodological approaches to the theory of strategic planning, analysis and forecasting.

The scientific literature provides various approaches to the concept of "strategic planning". V.L. Quint believes that strategic planning is a system of search, formulation and development of doctrine, which will ensure long-term success if it is consistently and fully implemented. [5].

Of particular interest is the definition given by R.A. Fatkhutdinov: program, plan, general course of the subject of management to achieve strategic goals in any field of activity [6].

As you can see, among the most important parameters of strategic planning are the definition of goals, objectives, resources, key indicators and performance indicators reflected in the relevant programs and plans.

Based on the foregoing, it can be determined that strategic planning is an activity, it is a set of thoughtful actions and procedures for the formation of adequate ideas and the development of program measures to achieve the necessary goals, the implementation of relevant tasks, as well as the definition of criteria and indicators showing the degree of their achievement and solution.

In the content of strategic planning, the most important, moreover, the determining place is occupied by the process of forming development goals. The goal of strategic planning is to determine the desired state, expected results, the achievement of certain parameters, the resolution of specific problems.

The methodology of strategic planning, like any other science-based activity, is an organic unity of worldview, general methodological principles, general scientific methods of cognition and specific methodology. Therefore, the following elements can be distinguished in the theoretical and methodological basis of strategic planning: a) the theory and methodology of philosophy, sociology and economics, as the general basis for the institution of strategic planning; b) general scientific methodology; c) a special methodology for strategic planning.

If the basis of the first structural element of strategic planning is the theory of knowledge, dialectics, management theory, then the basis of the second is a system of general scientific methods: observation, analysis and synthesis, logic, induction, deduction, modeling, etc. The third element of strategic planning is a system of special principles, methods and methods of planning aimed at developing projects of strategic management decisions, forecasts, programs and plans for the development of society and the state.

In strategic planning, many methods are used, the content of which depends on the means and procedures involved in the planning process.

Thus, in the course of strategic planning, such methods of analysis as SWOT analysis and PEST analysis are actively used. SWOT-analysis is focused primarily on identifying the strategic factors of the external (opportunities and threats) and internal (strengths and weaknesses) environment of the enterprise. PEST-analysis consists in studying the influence of only the external environment on the development of the planning object.

A method such as program-target strategic planning has become widespread, the essence of which lies in the indicative nature of planning, the systematic formulation of goals, objectives and measures aimed at solving development problems. This method allows you to concentrate resources and funds on specific development indicators. As the Head of State Sh. Mirziyoyev said, "A system has not yet been formed in state bodies that predicts what tasks will be relevant tomorrow, in the future, in other words, what problems we will face in five, ten, twenty years." Forecasting is of particular importance for the renewing Uzbekistan, it is very necessary for the further development of the country.

Strategic planning should be based on a system of certain principles. These include the following: a) consistency, b) complexity, c) transparency, c) continuity, d) consistency; e) certainty and measurability of goals; e) realism; g) performance [7]. The principle of consistency means ensuring the integrity and unity of all planning components, expressed in a logically and structurally consistent relationship of all planning elements. The principle of complexity lies in the inclusion in the scope of planning of the entire set of qualitative and quantitative characteristics of the object of planning, the consistency of measures and means of implementing the strategy.

The principle of transparency is ensured by the openness and availability of all information regarding strategic planning, incl. its goals, objectives, expected results, as well as public control, wide involvement of civil society institutions in the preparation and examination of strategic planning documents.

The principle of continuity is to preserve and increase the positive results achieved earlier, adapt the conceptual provisions of strategic planning to new conditions and challenges.

The principle of the sequence of strategic planning lies in the thoughtfulness and logical interconnection of the stages and procedures, as well as target programs, projects, decisions and measures taken in the process of adoption and implementation of documents of a strategic nature, phased identification and implementation of long-term measures.

The principle of certainty and measurability consists in the application of specifically defined, measurable, measurable quantitative and qualitative development criteria in the process of strategic planning.

The principle of realism means the correspondence of programs, plans and goals to realistically achievable tasks, their adequacy to feasible goals, and achievability in practice.

The goals and objectives laid down should be specifically defined, and their implementation should be appropriate to the available resources and capabilities. The principle of effectiveness is that the implementation of strategic goals and plans in fact ensure the development targets laid down in program documents, all the tasks set are realized in specific performance results.

In the world, including in Uzbekistan, such a method of strategic planning as the development of so-called road maps is actively used, which is a list of specific goals, tasks and measures that have a schematic and graphic form of presentation, a set of actions aimed at achieving the identified goals.. Therefore, as noted by the President of the Republic of Uzbekistan Shavkat Mirziyoyev in his new book "Strategy for a New Uzbekistan", that "The dream of a new Uzbekistan, speaking from the position of today, is the requirement of the time, the ideological and spiritual basis that determines its real image, driving forces and factors, a vivid manifestation of the creative spirit of our people and our large-scale reforms." [8]

In the implementation of strategic planning, an important role is played by the spiritual and value foundations, as well as the national idea of social development. National interests are the priority of strategic management; therefore their clear and precise formulation largely ensures the validity and effectiveness of strategic planning.

Conclusion

World practice has proven that the most important method of effective public administration is strategic planning, defining long-term guidelines for the development of the state and society, thereby reducing the level of uncertainty and associated risks in the development of the state.

In modern conditions, the methodological foundations of strategic planning are being formed in the Republic of Uzbekistan, but today, in the face of new large-scale challenges and the complexity of the problems being solved, the need to create fundamental scientific foundations for planning is particularly acute. It is necessary to actively study and apply positive foreign experience.[8].

It seems that the strengthening of the legal foundations of strategic planning, including the determination of the political and legal status of various Development Concepts, Roadmaps, Programs adopted in recent years in the country in many areas of life, will undoubtedly affect their effectiveness.

References

1. See: Decree of the President of the Republic of Uzbekistan No. UP-4947 dated February 7, 2017 "On the Action Strategy for the Further Development of the Republic of Uzbekistan" [Electronic resource]. URL: <http://www.lex.uz/docs/3107042> (accessed September 17, 2021).

2. Decree of the President of the Republic of Uzbekistan “On the Development Strategy of New Uzbekistan for 2022-2026” dated January 28, 2022 No. UP-60 // <https://lex.uz/docs/5841077>
3. See, for example: Chandler A.D. Strategy and structure: Chapters in the History of the Industrial Enterprises / A.D. Chandler. – MIT Press, Cambridge, Mass., 1962; Mintzberg, H. Rise and fall of strategic Planning / H. Mintzberg. - N.Y.: the Free Press, 1994. Ansoff I. New corporate strategy / I. Ansoff, trans. from English. – M.: Progress, 2001.
4. See also: Alekhina, O.F. Theoretical and historical aspect of strategic planning // In the collection of articles of the VI International Scientific and Practical Conference. / O.F. Alekhina, O.V. Burmistrova, S.V. Tikhonov.. 2014. S. 10-15.
5. Kvint V.L. Strategy in the modern world. St. Petersburg: RANEPА, 2014. 90 p.
6. Fatkhutdinov R.A. Strategic management. 7th ed., rev. and additional M.: Delo, 2005. 448 p.
7. See: Kvint V.L. Strategy in the modern world. St. Petersburg: RANEPА, 2014. 96 p.
8. Shavkat Mirziyoyev “Strategy of New Uzbekistan”// <https://www.gazeta.uz/ru/2021/09/09/new-uzbekistan-strategy/>