



Theoretical Foundations Of The Strategic Management System

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ABSTRACT

Results of research of modern problems of the system of strategic management are given in this. We in detail studied the organizational structure of the enterprise. In this work concepts of strategic management having a wide scope of application in administrative practice are stated. The main directions, tasks and approaches to design and implementation of organizational strategy are considered, the anti-recessionary strategy of the organizations, strategic management and the profitless organizations, basic provisions of the theory of stakeholders as the most important component of an organizational environment.

KEYWORDS

Strategic management, economic liberalization, a market economy, the concept of strategic management, strategic management, principles of strategic management, mission, strategic analysis, strategic priorities, strategic action program, strategy implementation, strategic controlling, staff motivation, strategic planning, division of labour.

INTRODUCTION

In the context of economic liberalization, the actions of organizations and their leaders

cannot be reduced to a simple response to ongoing changes. The need for conscious

management of changes based on a scientifically grounded procedure for their anticipation, regulation, adaptation to the goals of the organization, to changing external conditions is increasingly recognized. A modern tool for managing the development of an organization in the face of growing changes in the external environment and the associated uncertainty is the methodology of strategic management [1-4].

MATERIALS AND METHODS

The basis of strategic management is the system of a strategic company, which includes several interrelated specific strategies. A correctly chosen strategy is the first important result and at the same time an effective mechanism of strategic management, since it mobilizes and mobilizes the use of scientific and technical, production and technical, financial, economic, social and organizational potential of the company in certain areas that promise to achieve success. The essence of strategic management is a firm management plan, which is comprehensive and covers all the main functions and departments: procurement, production, finance, marketing, personnel, research and development. One of the main directions of management is strategic management [5-9]. Making strategic choices means tying business decisions and competitive actions across the entire company into a single node. This unity of action and approach will reflect your current strategy. New actions and approaches under discussion will show possible ways to change and transform the current strategy. Strategy

development is one of the main functions of management. The development of a long-term strategy, the development of competitive and effective strategic actions and business approaches, as well as the successful implementation of the strategy itself, is a recipe for business success. Organizational excellence is the perfect execution of a perfect strategy. Strategic management is the process that determines the sequence of an organization's actions to develop and implement a strategy. It includes setting goals, developing a strategy, identifying the necessary resources, maintaining relationships with the external environment, which allows the organization to achieve its objectives. The essence of strategic management lies in the fact that in the organization, on the one hand, there is a organized integrated strategic management, on the other hand, the management structure of the firm is adequate to the "formal" strategic management and is built in such a way as to ensure the development of a long-term strategy to achieve the goals of the firm and the creation of management mechanisms implementation of this strategy through a system of plans. The potential that ensures the achievement of the organization's goals in the future is one of the end products of strategic management [6-11]. Another end product of strategic management is the internal structure and organizational changes that make the organization sensitive to changes in the external environment. Strategic management is the unity of several interconnected stages, Fig. 1.

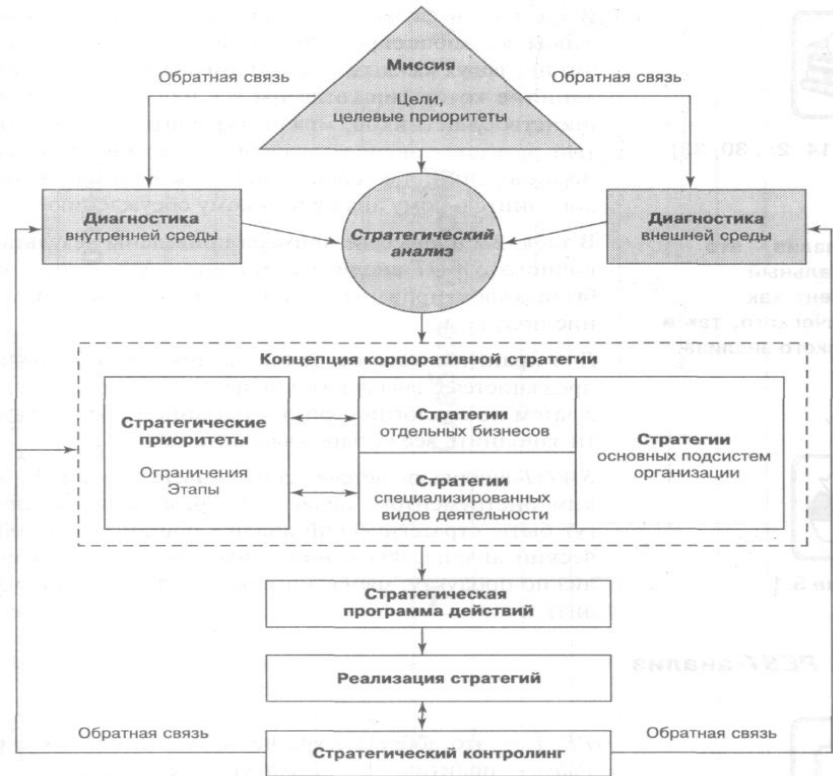


Fig. 1. The concept of strategic management

As can be seen from the diagram, the strategic management process can be considered as a dynamic set of 5 interconnected management processes that logically follow from one another. However, there is a direct and reverse relationship and, accordingly, the reverse influence of each process on the others and on their entire set. This is an important feature of the strategic management structure.

RESULTS AND DISCUSSION

The main stages of the strategic management process are: conducting a systemic strategic analysis, developing a specific type of strategy and implementing or implementing a strategy. Along with clear advantages, strategic management has several disadvantages and limitations on its use, which indicate that this type of management, like all others, does not have the universality of application in any situation to solve any problem.

First, strategic management, by its very nature, does not provide an accurate and detailed picture of the future.

Secondly, strategic management cannot be reduced to a set of routine procedures and schemes.

Third, it takes a huge effort and a large investment of time and resources for the organization to begin the process of strategic management.

Fourth, the negative consequences of strategic foresight mistakes are sharply increasing. Fifth, in the implementation of strategic management, the main emphasis is often placed on strategic planning.

Thus, strategic management activities are aimed at providing a strategic position that will ensure the long-term viability of the organization in a changing environment.

Its tasks are to identify the need and carry out strategic changes in the organization; create organizational architectonics conducive to strategic change; to select and train personnel capable of carrying out strategic changes [10-16]. The principles of strategic management are the basic rules of the organization's activities to achieve its goals. These include:

1. Unity of direction.
2. Scientificness.
3. Allocation of the dominant of development.
4. Economy and efficiency.
5. Subordination of personal interests to general interests.

6. Optimal proportions between centralization and decentralization.

7. Motivation of staff.

The general goals of the organization are the basis for setting the goals of its divisions, thus, a hierarchy of goals is formed. The goals should be not contradictory and achievable, so as not to generate various conflicts that destroy the organization (Fig. 2). Strategic management assumes that the firm determines its key positions for the future, depending on the priority of goals. Hence the different kinds of strategies that a firm can target.

MISSION OF THE ORGANIZATION	➡	Constrained by clear time frames
	➡	Consistency with higher-level goals
OBJECTIVES OF THE ORGANIZATION	➡	Concrete content (measurability, comparability)
	➡	Targeting (who, when, where) and controllability of progress

Fig. 2. Requirements for the development of organizational goals

Strategic management can be viewed as a dynamic set of five interrelated management processes. These processes logically follow (or follow) one from the other. However, there is

stable feedback and, accordingly, the reverse influence of each process on the others and their entire set. This is an important feature of the strategic management system (Fig. 3).



Fig. 3. Evaluation and monitoring of implementation

A strategy differs from a plan in that it is developed in conditions of uncertainty in the external environment when the main goal of the company and its constituent, main and local goals cannot be determined with sufficient certainty for practice and it is impossible to work out a specific task for the company's divisions. Therefore, in the strategy, it is impossible to form a pair in which a corresponding task is determined to achieve each specific goal. A specific strategy is one of several alternative strategies. Growth strategies are one of the main strategic directions of companies. There are several alternative growth strategies:

1. The strategy of intensive growth of the company's potential, the implementation of which leads to an annual significant increase in the values of the criteria for achieving goals over the level of the previous year.
2. The strategy of limited growth of the company's potential, which most firms adhere to.
3. A reduction strategy in which the level of objectives pursued is set below that achieved in the past. Downsizing strategies are most often used when a company's performance continues to deteriorate, during an economic downturn, or simply to save the organization.
4. The strategy of combining all alternatives is most likely followed by large firms active in several industries.
5. Thus, the system of companies' strategies can be represented as a set of three groups of strategies: entrepreneurial, organizational, labour (Table 1).

Table 1. System of company strategies

Strategy system		
↓	↓	↓
Organizational strategies	Entrepreneurial strategies	Labor strategies
Structures, goal setting and performance evaluation.	Activities. Satisfy your needs. The growth of the company's potential. Scientific and technical development. Marketing. Market competition. Competition in the creation of innovations.	Labor motivation. Influence of scientific and technological development on the need for labor resources and their appearance.

A well-grounded, formulated strategy is used to develop a strategic project by searching. The adopted strategy allows you to focus on the most significant areas, parameters and opportunities, discarding options incompatible with it. The benchmark and strategy are developed under conditions of uncertainty in the company's external environment, with

incomplete information, needs and opportunities. However, during the search during the development of a strategic project, new information appears, which makes it possible to clarify the benchmark and strategy (Fig. 4).

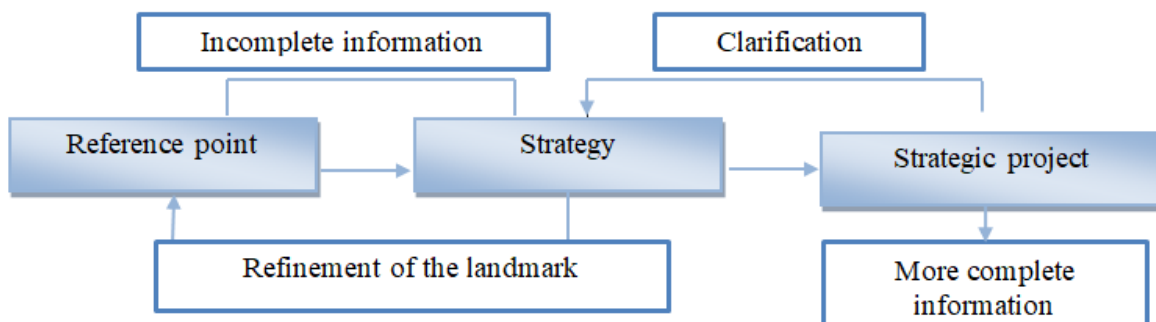


Fig. 4. Development of a strategic project

The adoption and implementation of timely decisions in connection with the occurrence of unexpected situations (government measures, actions of foreign competitors, the results of scientific and technical achievements) require the use of a system of so-called strategic objectives ranking in management.

This system provides for the following:

1. Conducting continuous monitoring and analysis of external factors: market, scientific and technical, general economic, social, political;
2. Bringing the results of the analysis and their assessment to the top management of the company, which ranks tasks according to the degree of decision-making on them and the order of use:
 - a) The most urgent and important ones requiring immediate consideration;
 - b) Important tasks of medium urgency that can be solved within the next planning period,
 - c) Important, but not urgent tasks requiring constant monitoring;
 - d) Tasks that do not deserve attention and do not require decisions on them.

Urgent tasks are immediately transferred to project teams for making decisions on them, as well as to the relevant operational and economic units - production departments.

The work on ranking tasks and highlighting the most priority ones is carried out by the top management of the company constantly, as well as the subsequent control over their implementation.

Thus, strategic management is based on the strategic goals of the company, namely, not on the current, but on the future structure of economic activity, not on the existing, but on the created scientific, production, sales potential of the company, for which the target area is allocated resources.

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