

## VI. MENEJMENT VA MARKETING

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### CALCULATING THE EFFEKTIVENESS OF IMPLEMENTING THE STRATEGY AND PROPOSED MEASURES

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### РАСЧЕТ ЭФФЕКТИВНОСТИ РЕАЛИЗАЦИИ СТРАТЕГИИ И ПРЕДЛАГАЕМЫХ МЕРОПРИЯТИЙ

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**Abstract.** It is known that any type of activity is built on the basis of management, because it is necessary to achieve the intended goal of the implementation of this activity, to distribute the tasks to be performed, to control its execution, as well as to protect the interests of the participants in this activity and to achieve efficiency. Events are organized and coordinated in the management process. In this case, the existing system in the economy also affects management.

After all, the leader is considered to be the main link in the implementation of management, and its organization and efficiency are directly dependent on the knowledge, skills, experience acquired by the leader, as well as his important qualities and management style. The purpose and tasks of this article are aimed at revealing the legalities, laws and principles, functions and tasks of management, as well as the role of the manager in the management system, culture and style, the effectiveness of management and the content and essence of management decisions affecting it.

**Key words:** management effectiveness, strategy, biographical description, ability, personality traits, competition, human resources, labor resources, personnel, employees, team representatives, personnel, specialists

**Annotatsiya.** Ma'lumki, har qanday faoliyat turi boshqaruv asosiga quriladi, chunki shu faoliyatni amalga oshirishdan ko'zlangan maqsadga erishish, bajariladigan vazifalarni taqsimlash, ijrosini nazorat qilish, shuningdek, samaradorlikka erishish uchun shu faoliyatda ishtirok etuvchilar manfaatlarini himoya qilish, rag'batlantirish choratadbirlari boshqaruv jarayonida tashkil etiladi va muvofiqlashtiriladi. Bunda boshqaruvga iqtisodiyotda mavjud tizim ham o'z ta'sirini o'tkazadi.

Zero, rahbar, boshqaruvni amalga oshirishda bosh bo'g'in hisoblanib, uning tashkil etilishi, samaradorligi ko'p jihatdan rahbar egallagan bilim, malaka, tajriba, qolaversa uning muhim xislatlari va boshqaruv uslubiga bevosita bog'liq bo'ladi. Mazkur maqolamizning maqsadi, vazifalari boshqaruvning qonuniyatlari, qonun va tamoyillari, funktsiya va vazifalari, shuningdek, boshqaruv tizimida menejer o'rni, madaniyati va uslubi, boshqaruv samaradorligi va unga ta'sir qiluvchi boshqaruv qarorlari mazmuni, mohiyatini ochib berishga qaratilgan.

**Kalit so'zlar:** boshqaruv samaradorligi, strategiya, biografik tavsif, qobiliyat, shaxs xislatlari, raqobat, inson resurslari, mehnat resurslari, personal, xodimlar, jamoa vakillari, kadrlar, mutaxassislar.

**Аннотация.** Известно, что любой вид деятельности строится на основе управления, поскольку необходимо достичь намеченной цели осуществления этой деятельности, распределить подлежащие выполнению задачи, контролировать ее выполнение, а также для защиты интересов участников этой деятельности и достижения эффективности мероприятия организуются и координируются в процессе управления. В этом случае существующая система в экономике влияет и на управление.

Ведь главным звеном в осуществлении управления считается руководитель, а его организованность и эффективность находятся в прямой зависимости от знаний, навыков, опыта, приобретенных руководителем, а также его важных качеств и стиля управления. Цель и задачи данной статьи направлены на раскрытие закономерностей, законов и принципов, функций и задач управления, а также роли руководителя в системе управления, культуры и стиля, эффективности управления и содержание и сущность влияющих на него управленческих решений.

**Ключевые слова:** Эффективность управления, стратегия, биографическая характеристика, способности, личностные качества, конкуренция, человеческие ресурсы, трудовые ресурсы, персонал, сотрудники, представители коллектива, кадры, специалисты.

## 1. INTRODUCTION

Today it is difficult to imagine a competitive enterprise without a development strategy. Strategy is one of the most important aspects in the development of a company in a market economy. Today, there are a small number of ways to evaluate the effectiveness of a strategy in enterprises, but not everyone can give a detailed and objective assessment, in accordance with modern market trends. Also, according to existing methods, it is problematic to form specific recommendations for improving the strategy of the enterprise. The aforementioned actualizes the choice of the direction of the research work related to the evaluation of the effectiveness of the strategy on economic entities and the development of a methodology for solving the tasks set.

A number of important tasks were defined in the decree "PQ-3437" of the President of the Republic of Uzbekistan "On the introduction of a new procedure for the formation and financing of development state programs of the Republic of Uzbekistan" dated December 18, 2019.

The service sector, as one of the promising sectors of the economy of our republic, includes several sectors that produce finished products, and at the same time, it employs a large part of the employed population, which, in turn, is the basis for providing employment to the population. serves as But at the same time, the structure of the textile industry does not meet the demand, low production efficiency and product quality, imbalances in the economic and social development of the industry require a comprehensive approach to introducing changes and innovations. The enterprises of this sector are notable not only for the large labor costs, but also for the fact that they can freely work in almost all regions of our republic in terms of locating their production, opening branches and small enterprises.

Improvement of personnel management processes in the service sector, socio-economic essence and theoretical and methodological aspects, problems of management mechanisms have been researched in the works of many economists and political scientists.

## 2. LITERATURE REVIEW

In the works of foreign scientists Lee Iacocca, Y. Schumpeter, T. Burns, G. Stalker, S. Popadiyuk, SV Chu and others, issues of team management, theoretical issues, and the use of team management methods in providing strategies are widely covered [1].

As for the scientists of the CIS, the issues of practical analysis of team management processes, in particular, personnel processes and their types, classification, composition and structure, authorship definitions and other problems were considered in the scientific works of scientists such as V. Barancheeva [2].

Taking into account the national characteristics, the scientific-theoretical and methodological foundations of team management processes in Uzbekistan's economic sectors, especially in the direct service sector, are widely covered in the works of B. Khodiev, S.G'ulomov, N.Yuldoshev, A.Bekmuradov, M.Ikramov, SH.Zaynutdinov, M.Mahkamova, R.Nurimbetov, SH.Mirsaidova, Y.Goldmanlar, the scientists of our republic [3].

## 3. RESEARCH METHODOLOGY

In the course of the research carried out, such methods as systematic approach, comparative analysis, grouping, comparison were widely used, devoted to the coverage of the theoretical and methodological foundations of scientific work.

In the article, the question of the psychological assessment of the management process, first of all, sets itself the goal of improving the activities of the leader. The requirements for the leader for the

implementation of this goal, the tendency to fulfill them and the ways of improving the theoretical and methodological aspects of the study of personality traits that prevent the full implementation of management activities are outlined. The article outlines organizational and legal, property forms in state, foreign and non-state higher educational institutions, procedures for their financing and ways to improve the theoretical and methodological aspects of

organizing the accounting of extra-budgetary funds.

#### 4. ANALYSIS AND RESULTS DISCUSSION

**ASIA TOUR ELITE limited liability company** has been operating on the basis of the confirmation of the registration number 005730-03 dated 28.03.2012. Today, the company has 13 employees.

**Table 1**

**Income of workers in ASIA TOUR ELITE limited liability company\***

№	Indicators	Total billed amount
1	Salary calculated per month	16 466 666, 0
2	In addition to the salary	100000,00
3	Payment for work done	3 263 877,3
4	Compensation	10 028 000,00
5	Payment for illness	884 521,00
6	Awards	2 190 301,0
7	A day's wages paid to workers	548 889,0

\* Retrieved from ASIA TOUR ELITE LLC report information

Analyzing Table 1, the monthly salary for the enterprise is 16,466,666.0 som. 3,263,877.3 som were collected for the completed works, 10,028,000.0 som for compensation. The

awards amounted to 2,190,301.0 som. It can be seen that the payment of wages according to the work team is well established. The total daily wage paid to workers was 548,889.0 som. That's pretty good pay for today.

**Table 2**

**Analysis of the state of the main assets of ASIA TUR ELITE limited liability company (in million som)\***

Indicators	2020	2021
Main assets:		
Initial (reset) value	21, 3	27,5
Depreciation amount	4, 26	5,5

\*ASIA TOUR ELITE LLC reported data

Analysis of the state of the company's fixed assets shows that by 2021, the initial value of its fixed assets amounted to 27.5 million som, which is an improvement of 129% compared to the previous year, but the remaining amount was

22.0 million som, which seems to have a small share compared to the previous year. This requires constant updating of the main asset and estimation of their quality.

**Table 3**

**Analysis of the situation of long-term investments and capital investments of ASIA TOUR ELITE limited liability company (in thousand som)\***

Indicators	2020	2021
Long-term investments,	1,3	2, 16
Investments in subsidiaries (0620)	0,4	1, 06
Installation equipment (0700)	646, 6	646,6
Capital investments (0800)	1, 47	1,7

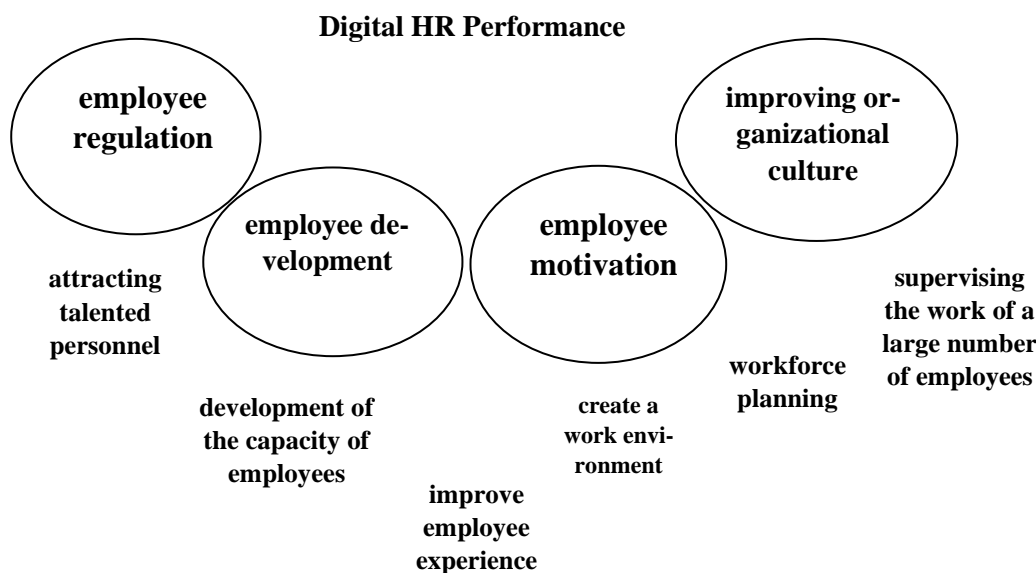
\*taken from the report information of ASIA TOUR ELITE LLC

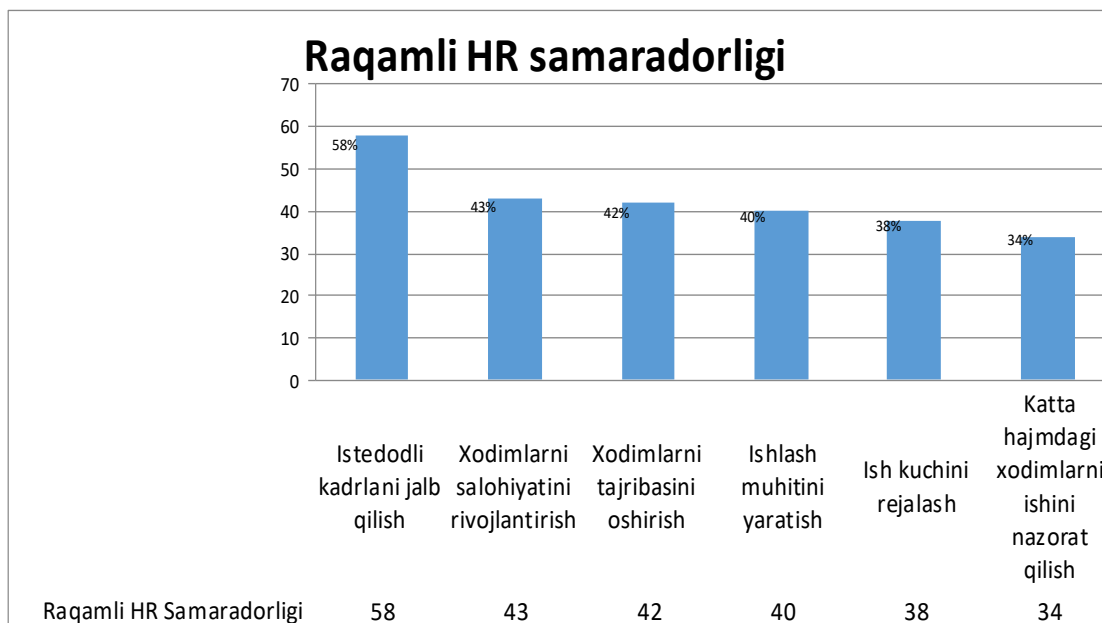
When analyzing the situation of long-term investments and capital investments of **ASIA TOUR ELITE limited liability company**, long-term investments, including investments in subsidiary companies, amounted to 1.3 thousand soums in 2020, and by 2021 it amounted to 2.16 thousand soums, installed equipment 64.6 thousand soums, capital investment was 1.47 thousand som in 2020, and by 2021 it will be 1.7 thousand som.

We will consider the dynamics of a number of statistical indicators for the purpose of analytical study of team management in the organization. In particular, "ASIA TUR ELITE, the quantitative and qualitative change of the team is characterized by changes in their number

and composition. Taking this into account, we will analyze changes in the structure of net profit, the number of management team of the enterprise, and the structure of capital flows over the last 3 years, using the data shown in Table 3.

Selecting and hiring a team is one of the main tasks of HR managers. Making the right choice of personnel helps to expand production and increase profits. An important aspect of the team's work is the evaluation of the team's performance in management. Such assessment is necessary for effective selection and placement of the team, improvement of their reward system, promotion to higher positions and, finally, improvement of the team's skills.





**Figure 1. Digital HR Performance Analysis**

Therefore, it is an urgent issue for modern managers to have the knowledge and skills to optimally organize the team evaluation system during their activities, to constantly improve it, and to regularly analyze the team's activities. It can be seen that the following results were achieved by introducing a digital HR system at the "ASIA TOUR ELITE" enterprise, i.e., attracting talented personnel in the enterprise 58%, developing the potential of the team 43%, improving the skills of the team 42%, working in groups with an experienced team 40% , team workforce planning was 38%, enterprise team performance control was 30%..

Taking into account that the production of new products and services is directly related to financing, we would like to pay special attention to the structural analysis of the dynamics of their financing sources. In our opinion, the development of cooperation with higher educational institutions about scientific research institutes in the development and implementation of products serves to further increase the innovative potential.

## 5. CONCLUSIONS AND SUGGESTIONS

Team management in the service sector reaches a high level of improvement of skills, and as a result of active activities and special training, its increase occurs. The worker is interested in imparting his knowledge to the youth. This period is characterized by self-

sacrifice from the creative side, in which it is possible to rise to new levels of service.

A person achieves his independence and the highest peak of self-expression. Respect for oneself, respect for others who have achieved their position through honest work, respect for oneself and others will increase. Although most of the employee's requirements have been met by this time, he is interested in the level of wages, and interest in income from other sources increases.

Respect for oneself and respect for retired people increases. However, financial ethics and health dictates the need for income from other sources and ongoing health care.

Career management requires a full understanding of what happens in people and a study of the various career stages. Special research is conducted for these purposes, and includes enterprises interested in effective career management.

Some of the research results are formalized in a special form called careerogram, and clearly represent the manager's path through the career ladder.

Every person plans his future based on his requirements and taking into account the socio-economic conditions that have arisen. It is no surprise that he wants to have clear information about his future career growth and development opportunities in this company, as well as what he will do to achieve this.

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