

OBSTACLES TO IMPLEMENTATION AND STRATEGY FORMULATION MANAGEMENT STRATEGY IN BUSINESS AND ISSUES OF ITS FORMATION

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ANNOTATION

The article describes the factors of business management, the content of management strategies, scientific approaches. The problems and obstacles identified as a result of research in business activities have been identified. Also, the expression and analysis of business strategies in the economy of Namangan region as a result of indicators, recommendations for solving existing problems are developed.

Keywords: entrepreneurship, management strategy, strategy implementation and shaping problems, strategy shaping tools

INTRODUCTION

The growing crisis on a global scale shows the increasing urgency of the problem of the formation of strong competition, the lack of scientific and methodological development of strategies in an environment of external variability. The problem of strategic management is that from a practical point of view, effective, competitive management strategies have not been formed and developed. To find solutions to these problems, it is necessary to study the problems critically. This applies to all elements of management, primarily the strategic aspects of business management. This direction of management is considered to be the "weak husband of the whole chain of management" and partially negates the effective results achieved by managers in other areas. This demonstrates the urgency of formulating and developing effective strategies in management. Forming a management strategy in business is a choice to form a long-term strategy to win the competition, the most modern modification of business management in the effective use of management tools to turn the strategy into current production and economic plans.

In this regard, a number of normative documents on socio-economic development of the regions, effective management of entrepreneurial activity are being adopted in order to compete in the economy of our country, as well as in the region, to form a long-term strategy. It includes the study of strategic issues of investment attraction and project implementation in favorable sectors and regions, identification of promising areas and directions of investment activities, expansion of financing of small businesses through the development of non-bank credit institutions, improving the business environment and the World Bank's "Business Level". and

the implementation of other similar strategies to enhance the position of the state in the global competitiveness rankings of the World Economic Forum.

In the past, many business enterprises and firms have been successful in their internal activities, focusing on the efficient use of resources. At present, the issue of effective use of the existing potential in the current activity has not changed, but it is important to adapt to the changes in the external environment using this potential wisely. Accelerating changes in the external environment in business, the emergence of new demand and changing the situation of consumers, the development of science and technology opens up unexpected new opportunities for business, increased competition for resources, expanding access to information at lightning speed, access to modern technology, human The changing role of resources and other similar reasons have increased the importance of management strategy in the field.

There are also a number of factors in the management of enterprises in changing conditions:

- Constant increase in the number of tasks due to changes in the internal and external environment of the enterprise, many of which are radically new and can not be solved on the basis of existing experience;
- the multiplicity of tasks, along with the expansion of the geographical scope of national economies, leads to further complication of management problems;
- increasing the role of senior management, whose management skills and competencies are less adapted to the conditions of problem solving;
- The unpredictability of the possibility of sharp strategic changes due to the growing instability of the external environment has shown the urgency of formulating a management strategy.

Management strategy in business is an integrated system that integrates several areas of activity - management, marketing, corporate economics, corporate finance, information technology. Management strategy is constantly evolving and evolving, there is still no clear approach, it is multifaceted. Hence, the formation and development of strategies in business management is a key condition for ensuring the long-term competitiveness of the enterprise.

ANALYSIS OF THE RELEVANT LITERATURE

At the heart of the theory of strategic management is the concept of "strategy". The word strategy is very ancient, derived from the Greek word strategy, and it means "command art" or "command science". History shows that the most talented and successful commanders paid great attention to how to support and hold the army, as well as when to go to war and when to negotiate with the people, politicians, diplomats.

From the definitions given in the table below, we can observe the formation of the strategy of business entities.

Table 1 A description of the formation of approaches to strategic management of the concept of "strategy"

Definition of strategy	Author	The basic approach
Strategy as a way of defining the long-term goals of the organization, its program of action and priorities for the allocation of resources	A.Chandler, 1962 y.	Long-term goals are developed and are not reviewed until the external or internal conditions of the organization's operating environment have changed
Strategy as a way of defining an organization's competitive goals	Harvard Business School, 1965	The strategy determines the underlying business environment in which the company will be established or continue
Strategy as a way to respond to external opportunities and threats, internal strengths and weaknesses	M. Porter, 1980-1985 yy.	The main task of the strategy is to ensure that organizations have a long-term competitive advantage in any business area
Strategy setting goals for corporate, business and functional levels <i>усули сифатида</i>	I. Ansoff, 1965; D. Steyner, 1977, p. Loranj, 1977	Management of corporate, business and functional goals in the organization in the development of strategy should be distinguished in terms of different effects on the processes
Strategy as a consistent, coordinated and integrated structure of management decisions	G. Mintsberg, 1987 y.	In developing the strategy, the main focus is on the formation of plans that serve to monitor the effectiveness of the achievement of strategic goals
Strategy as a way to develop an organization's core competitive advantages	Г. KHamel1989 й.	The basis of competitiveness is the special skills and internal resources of the enterprise
Strategy as a set of actions and approaches to achieve defined performance indicators	A. Thompson, 1995	The strategy is both active and adaptive at the same time

For a long time, the essence of "strategy" meant "resource management". Often, the strategy was understood as long-term plans of top management to achieve the long-term goals of the organization. Some authors have commented that "these are the goals of business leaders in the long-term management of production, marketing and sales, revenue and expenditure, or capital investment". The concept of "strategy" has evolved and shaped the complexity of the business environment.

Over the years, a number of our authors have tried to define the concept of "strategy":

"The strategy is to define the main long-term goals and objectives of the company, as well as to develop the direction of action and allocate the necessary resources to achieve these goals." (A.Chandler, 1962);

"The strategy is to develop a long-term direction and determine the scope of the company's activities. The task of the strategy is to form a maximum sustainable competitive advantage based on the adoption of a common long-term perspective, not through tactical action." (D. Faulkner and G. Johnson, 1992);

- "The strategy of the company is to find a balance between the internal capabilities of the company and the external environment" (J. Kay, 1999).

- Michael Armstrong summed up the previous approaches and suggested that "Strategy is an approach to how a company sees itself, where it aspires, and how to do it in general" (Michael Armstrong).

The strategy also serves as a means of connecting the enterprise with the external market environment until the long-term goals and objectives of the enterprise and firms are achieved. It is very difficult to give a clear definition of the concept of strategy because it is so multifaceted.

Many definitions of the strategy can complement each other as a set of ways to survive in certain situations and rules of operation through accepted norms, guidelines to ensure that enterprises strengthen their position in the market, ensure the growth and high competitiveness of the enterprise.

Because the word strategy is so multifaceted, it is difficult to define it clearly. We illustrate its contents through Figure 1 below.

Strategy implementation (tactics), formulation and development is the most complex and labor-intensive part of strategic management. Therefore, many scientists in their research have focused on the development of strategies, mechanisms for its formation and development, the development of models. In particular, to study the structure of the implementation of the strategy, L.Alexander, M.Bakli, D. Gelbright, G. Dess, A. Miller, R. Reed, A. Thompson, and others have received great attention. O.Alexina, O. from CIS scientists. S.Vixanskiy, G.Goldshteyn, L.Grebinyak, A. I. Naumov, K. Redchenko approached this issue with their scientific views.

Human attitudes to strategic change in the scientific approaches of E.Shain, L.Shlezinger, O.S.Vikhansky, A.I.Naumov, A.I.Prigogin; on employee resistance issues I.Ansoff, A.Vikhansky, J.P. Kotter, R.Kox, A.Prigojin, H.Rampersad, J.French, E.Hugs, G.V.Shirokova, V.A.Spivak, L.Shlezinger and a number of other scientists.

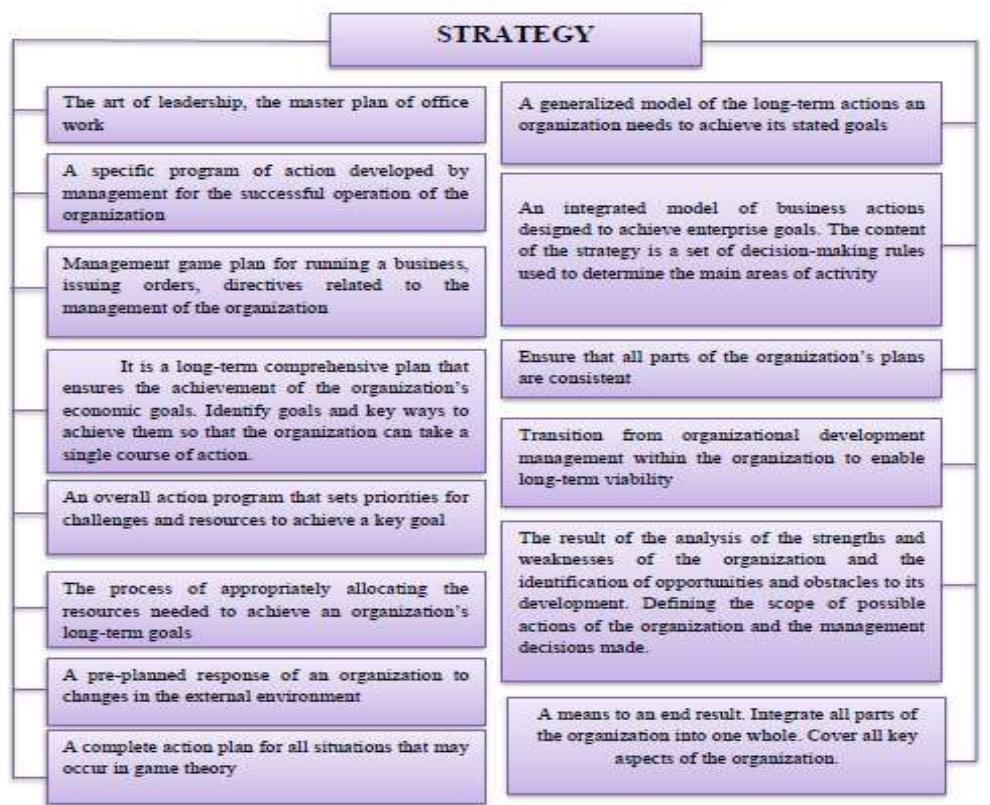


Figure 1. The essence of the term "strategy".

In the work of group of scientists N.Ulybina, M.Armstrong, R.Daft, R.Gonsalvez, J.B.Quinn, D.Kotter, R.G. Buchbinder, S.Rosenberg, M.Hosseini, N.Kobzeva and others grouped the resistance to change by reason.

The problems of formation of entrepreneurial activity, mastering such processes as knowledge, skills, requirements, savings, financing in this area can be seen in the scientific approaches of L.Kh. Ubaydullaev, B.N. Dedajanov, F.I. Ergasheva.

The drastic change in the external environment has led to the emergence of new methods, systems and approaches in enterprise management. If the external environment had not changed, there would have been no need to engage in strategic management. However, today, businesses operate in a rapidly changing and difficult environment to predict the future, so it is necessary to develop, modernize and develop management strategies.

Properly designed and formulated strategy will allow the company to develop in a competitive environment, to have a strong position in the market and continue to operate successfully. Strategic shaping means not only changing the behavior of organizations in the market, but also the organization itself, its structure, management methods, production and financial capacity, personnel and many other aspects.

RESEARCH METHODOLOGY

In the research work, the scientific literature on the development and formation of management strategies in business activities was studied, performance indicators were formed. Based on this information, theoretical generalization, logical approach, comparison methods were used.

ANALYSIS AND RESULTS

In the implementation of the strategy in business activities, many enterprises and firms face problems that need to be addressed. There are basically three main problems.

Research conducted in 100 American corporations in the early twentieth century has shown that there are a number of barriers to the formulation and development of enterprise strategies, which can lead to failure. We see these obstacles in the following figure:



Figure 2. Obstacles to implementation and strategy formulation

The diversity of these issues shows how complex the process of implementing a company strategy is.

In the course of the research, business activities of special importance in the economy of Namangan region were studied and analyzed. The results of management decisions made in business are reflected in a number of indicators. As a result of the adoption, implementation and formation of strategic decisions on socio-economic development, innovation, investment development in the region, a number of objectives are being implemented. As of January 1, this year, 6,202 new business entities have been established in Namangan region, 940 have been liquidated, and 26,531 are operating.

Table 2 Number of small businesses in Namangan region
(without peasants and farms, as of January 1, in units)

	2020					2021				
	registered	Operating	Not working	Newly established	Finished	Registered	Operating	Not working	Newly established	finished
Namangan Region	22034	21461	573	5447	1360	27314	26531	783	6202	940
Districts										
Namangan	8364	8082	282	1589	585	9505	9146	359	1437	270
Mingbulok	856	854	2	303	59	1132	1121	11	339	68
Kosonsoy	1320	1280	40	341	52	1678	1629	49	369	23
Namangan district	1643	1616	27	392	73	1979	1941	38	453	108
norin	907	902	5	319	63	1232	1224	8	364	40
Pop	1145	1128	17	400	124	1649	1615	34	552	57
Turakurgan	1316	1290	26	347	149	1714	1661	53	485	87
Uychi	1378	1352	26	362	31	1819	1777	42	488	49
Uchkurgan	1149	1126	23	386	46	1533	1500	33	422	39
Chortok	1120	1086	34	306	63	1459	1417	42	404	71
Chust	1816	1754	62	434	67	2282	2205	77	507	45
Yangikurgan	1020	991	29	268	48	1332	1295	37	382	83

Source: Author's development on the basis of data of the Namangan regional department of statistics. <https://www.namstat.uz/uz/rasmiy-statistika/usreo-2>

According to the table, the number of business entities operating in the region in 2021 compared to 2020 increased by 5070 or 23.6%. We can see this as a result of shaping and implementing **growth** and **stabilization strategies** in business activities.

Also, as a result of the formation of **business units or business-level strategies**, 6,202 new business entities were created in 2021 and 5,447 in 2020. This indicates that this year, 755 new businesses were created, which is 755 or 13.9% more than last year. The largest share of newly established enterprises falls on the city of Namangan, Chust, Pop, Uchkurgan, Turakurgan and Uychi districts.

But at the same time, the table shows that the **strategy of bankruptcy, liquidation and downsizing** was also used in business activities in the region. For example, in 2021, 940 business entities were liquidated by regions, and in 2020 - 1,360. The largest number of liquidated enterprises is in Namangan city and Namangan district.

These indicators of entrepreneurial activity represent different results across sectors.

Table 3 Number of types of economic activity in Namangan region
(without peasants and farms, as of January 1, in units)

Areas	Active			Newly established			Finished		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
All	16975	21461	26531	2709	5447	6202	1742	1360	940
including:									
agriculture, forestry and fisheries	1533	1796	2507	288	400	899	175	130	104
industry	4304	5453	6525	908	1443	1519	382	274	238
construction	1521	1922	2261	213	464	438	173	130	99
trade	4967	6905	9034	694	2234	2480	594	496	350
transportation and storage	779	960	1053	140	201	127	60	44	32
accommodation and meals	843	1119	1355	118	289	242	87	58	31
information and communication	308	349	427	44	72	102	19	17	10
health and social services	414	444	534	86	50	99	19	14	7
other species	2306	2513	2835	218	294	296	233	197	69

Source: Author's development on the basis of data of the Namangan regional department of statistics. <https://www.namstat.uz/uz/rasmiy-statistika/usreo-2>

It is known from the above indicators that in 2021 the significant share of active business entities in industry - 6525, trade - 9034, agriculture, forestry and fisheries - 2507. Also, a large proportion of the sectors that have used growth and stability strategies and bankruptcy, liquidation and downsizing strategies are again in the commercial and industrial sectors.

We can see from the table below that a number of other strategies for the activities of these sectors are being developed and implemented. As a result of the formation and implementation

of marketing and sales strategy, competition strategy, production and production process development strategy, business entities represent the following indicators.

In 2020, compared to 2018, the same growth dynamics was observed in industry, construction, trade, agriculture, forestry and fisheries, services and freight turnover. In particular, it grew by 15.3 % in industry, 97.9 % in construction, 47.0 % in trade, 38.3 % in services and 21.1 % in freight turnover. We can continue these figures using the data in the table below.

Table 4 The main indicators of small business and private entrepreneurship in the economic sphere in Namangan region

No	AREAS	2018	2019	2020	The rate of change is the ratio of 2020 to 2019 %
1	Industry (billion soums)	4745,2	5002,7	5471,3	115,3
2	Construction (billion soums)	2072,6	3310,1	4101,3	197,9
3	Employment (thousand people)	872,3	916,7	884,3	101,4
4	Export (mln.US dollars)	209,0	291,2	195,3	93,4
5	Import (mln.US dollars)	446,9	529,0	376,4	84,2
6	Trade (billion soums)	7088,3	8685,2	10422,4	147,0
7	Agriculture, forestry and fisheries (billion soums)	13595,7	16424,5	18798,7	138,3
8	Services (billion soums)	4218,7	5176,4	5842,3	138,5
9	Freight (million tons)	26,1	24,1	24,3	93,1
10	Freight turnover (million tons·km)	445,6	519,1	539,7	121,1
11	Passenger traffic (million passengers)	442,9	444,6	397,6	89,8
12	Passenger turnover (mln.pass.km)	8424,0	8501,5	7591,8	90,1

* -initial data

Source: Author's development on the basis of data of the Namangan regional department of statistics. <https://www.namstat.uz/uz/rasmiy-statistika/usreo-2>

These enterprises export silk products, fruit concentrates, construction products, syrups, silk products, bee packages, paint products, metal products, cast iron pots, fruits and vegetables, processed fruits and vegetables and other products.

In the export geography of Namangan region can be seen such countries as Kyrgyzstan, Kazakhstan, Turkey, Russia, Turkmenistan, Tajikistan, Ukraine, Moldova.

Another important management strategy for improving the efficiency of management in business - the investment strategy is being formed and implemented. We analyze the results of formulating and implementing the investment strategy using the following table.

Table 5 Volume of investments in fixed assets in Namangan region
(million soums)

	2019	2020	The rate of change is in% to the ratio of 2020 to 2019
By region	12084944,7	11982523,1	99,2
Large enterprises	5552761,5	3023767,1	54,5
Small businesses and micro-firms	5090533,5	7271862,3	142,9
Individual housing sectors	982008,4	1283786,8	130,7
Private buildings	137269,2	179519,1	130,8
Non-governmental non-profit organizations	228983,1	108345,7	47,3
Agricultural enterprises	93389,0	115242,1	123,4

Source: Author's work based on the data of the Namangan regional department of statistics.
<https://www.namstat.uz/uz/rasmiy-statistika/usreo-2>

According to the table, according to the results of the formation and implementation of investment strategies in business, the growth was in small and micro-firms, as well as in the individual housing construction, private construction sectors. The growth rate was 42.9%, respectively; 30, 7 percent, and 30.8 percent, respectively.

At the end of 2020, we can express the investment performance in shares using the following diagram.

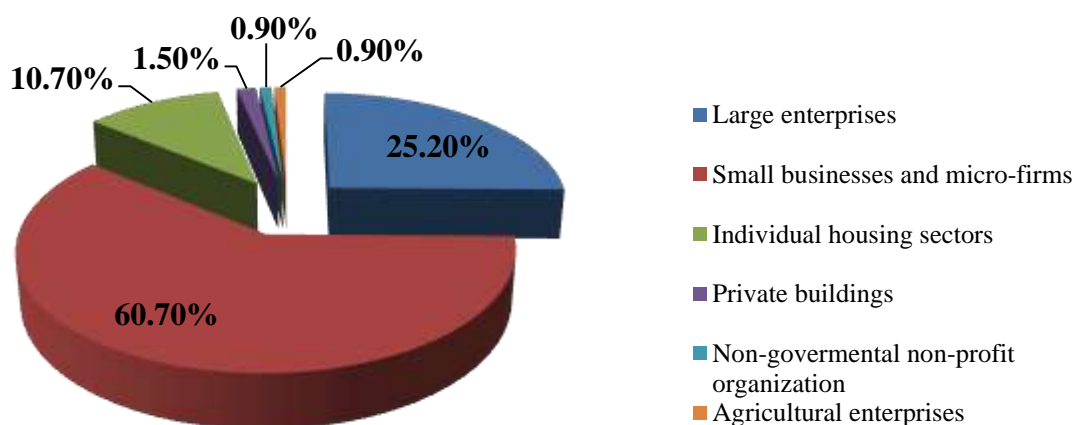


Figure 3. Share of investments in fixed assets

As can be seen from the figure, in investments in fixed assets, investments in small businesses and micro-firms accounted for 60.7% of total investments. Significant investments were also made in individual housing construction (10.7%) and private construction (1.5%).

The study of the existing problems in the activities of business enterprises in Namangan region shows the need to focus on the formation and implementation of appropriate management strategies. Also, the main tasks are to closely assist small businesses and entrepreneurs through the study of their activities, to establish and develop cooperation with relevant enterprises and organizations. Surveys and surveys of more than 1,000 businesses have shown that there are the following problems:

- Power supply;
- Gas supply;
- Drinking water;
- Use of vacant buildings;
- Allotment of land plots;
- Obtaining loans from banks and other problems.

In addition, many enterprises and firms face problems that need to be addressed in the implementation and formulation of strategies in general business activities. There are basically three main problems.

The first problem is the strategy implementation plan. This plan should be specific, with a clear list of actions and activities to implement the strategy. But the uncertainty and variability of the situation can lead to the fact that the planned actions are useless at the time of implementation, do not bring the desired effect, and sometimes, conversely, damage the process of implementing the strategy. This often happens when goals are not sufficiently formulated and are not clear to employees. In addition, the formulated strategies themselves cover many goals. At the same time, in enterprises and organizations, the relationship between individual goals remains unclear, and the relationship between formulated goals and developed strategic measures remains unclear.

Another part of the problem is that the most important strategic goal, which is a priority, is not focused on it, separating it from other goals. But it is an important process to achieve a successful outcome in business.

The second problem is that any change and reshuffle is met with resistance from employees. However, the more noticeable the changes, the stronger the resistance and the more strongly they attract attention. It is advisable to pay more attention to the situation, to study the group that is resisting, to know the reasons for the resistance.

The third challenge is to motivate employees in strategic changes and formations. Separation of the system of incentives for the employee from the general implementation of the enterprise strategy. In many cases, individual goals are associated with the use of a system in the form of bonuses. Businesses need to formulate individual goals, the results of which must be objectively evaluated.

It is necessary to overcome the above existing problems in the process of formation and development of management strategies in business.

CONCLUSIONS AND SUGGESTIONS

We offer the following for the use of financial instruments for the formation and development of business management strategies: funding from budgetary and extra-budgetary sources of training and retraining programs for the entrepreneurial, innovative sector of the regional economy; Allocation of soft loans, provision of benefits under the regional guarantees for the implementation of business strategies; diversification of funding sources for business development.

Strategic planning is considered by a number of scholars as a tool of social management. In this regard, specific organizational forms of governance play an important role: creating conditions for long-term sustainable socio-economic development of the region, the growth of gross regional product and improving the quality of life of the population; The formation and development of strategic management in the field of entrepreneurship should be considered as a project of socio-economic development of the region, and an expert group should be organized on a project basis, separately for each area.

In the formation and development of management strategy in entrepreneurial activity, special attention should be paid to the provision of its subjects with management staff: establishment of a regional training center for training and retraining of highly qualified personnel in the field of strategic management and project activities for regional administrations, regions and enterprises; formation of a reserve of specialists in the field of strategic management and project activities for regional and city khokimiyats; Improving and updating curricula in the field of strategic management and project activities in higher education institutions in accordance with modern requirements; Encouraging the involvement of promising young professionals in the field of entrepreneurship.

It is also necessary to develop measures to provide information in the formation and development of strategic management of business. The digitization program adopted at the national level, as well as at the regional and municipal levels, aims to increase the effectiveness of strategic management by ensuring the transparency of processes. To support in the field of information in order to form and develop strategic management of entrepreneurial activity: creation of a single automated information system for strategic management of socio-economic development in the country; It is recommended to integrate the strategic management of socio-economic development of the country into a single automated information system of strategic management of entrepreneurial activity.

It is necessary to optimize the provision of investment in the formation and development of management strategies in business. To do this: direct investment to increase the pace of technical re-equipment; it is recommended to control the maximum transparency of the investment process.

Application of innovations in the formation of strategic management in business, including: development of underdeveloped areas of entrepreneurship through the use of innovations, recognition of innovations as an absolute priority of strategic development; development of new, alternative resource sources in accordance with resource conservation; developing the use of organizational and economic innovations (including clustering).

In short, entrepreneurship provides the necessary mobility in market conditions, it is the largest producer of goods and services, the largest employer, the means of scientific and technological development. In general, in the practice of developing and shaping the strategy of business enterprises, it is best to try to use them together, without being limited to one method or a group of interrelated methods.

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