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## STRATEGIK BOSHQARUV VA BIZNESNI RIVOJLANTIRISH

Аннотация

Bugungi kunda ko'plab korxonalar, faoliyat hajmi va ko'lamidan qat'i nazar, dinamik o'zgaruvchan sharoitlarga osongina va tez moslasha olmaydi, bu esa xarajatlarning oshishiga, foydaning pasayishiga, raqobatchilar orasidagi mavqeini yo'qotishiga olib keladi va eng yomon holatda kompaniya faoliyatini butunlay to'xtatadi. Strategik menejment uzoq muddatli istiqbolda korxona samaradorligini belgilovchi harakatlarni amalga oshirishga qaratilgan.

**Kalit so'zlar:** Strategik menejment, strategiya, missiya, boshqaruv.

## СТРАТЕГИЧЕСКИЙ МЕНЕДЖМЕНТ И РАЗВИТИЕ БИЗНЕСА

Аннотация

Сегодня многие предприятия, независимо от размера и масштаба деятельности, не могут легко и быстро адаптироваться к динамично меняющимся условиям, что приводит к росту издержек, снижению прибыли, потере позиций среди конкурентов, а в худшем случае компания вынуждена полностью прекратить свою деятельность. Стратегическое управление направлено на реализацию действий, определяющих эффективность предприятия в долгосрочной перспективе.

**Ключевые слова:** Стратегический менеджмент, стратегия, миссия, менеджмент.

## STRATEGIC MANAGEMENT AND BUSINESS DEVELOPMENT

Annotation

Today, many enterprises, regardless of their size and scope of activity, cannot easily and quickly adapt to dynamically changing conditions, resulting in increased costs, decreased profits, loss of positions among competitors, and in the worst case, the company is forced to completely cease its activities. Strategic management is aimed at implementing actions that determine the effectiveness of the enterprise in the long term.

**Key words:** Strategic management, strategy, mission, management.

**Aknoledgment.** Nowadays, the specific features of the modern market in our country are the increasing political and economic instability and growing competition, which, in turn, sharply affect the activities of these enterprises. In order for the enterprise to continue its effective functioning and development, the manager must clearly imagine the future state of his company, its prospects and further actions. Therefore, the basis for the development of the enterprise is now strategic management. Strategic management is a management based on human potential, the basis of which is the organization that directs production to the requirements of flexible consumers, responds to external calls in the organization and implements timely changes in the environment and allows the organization to achieve competitive advantages, which together gives the organization the opportunity to survive in the long term, while achieving its goals. The difference between strategic management and traditional management is that in the first case, environmental conditions are analyzed, a strategy is developed and a specific program of actions is implemented to achieve long-term goals [1]. The essence of strategic management is the development and implementation of a strategy aimed at the development of the enterprise. Today, the relevance of this issue is very high, because no enterprise can maintain a stable position in the market for a long time and achieve positive results without seeing its future activities and missions. The strategic vision determines the future image of the enterprise, what it strives for, and the mission, in turn, characterizes the present: what goods (services) are produced, what customers are targeted, what technological and human resources it has.

Strategy development is based on the study of possible directions for the development of the organization's activities, the choice of developed markets, the resources used and attracted, methods of competition and business models [2]. Among the many definitions of the term "strategy" are scientists Mintzberg G,

Alstrand B. and Lampel J. According to them, strategy is a set of five definitions (five "P"): strategy - plan, direction of development; strategy - principle of behavior, adherence to a certain model of behavior; strategy - position, placement of certain goods in certain markets; strategy - perspective, the main method of action of the organization; strategy - a special maneuver to deceive, confuse and deceive competitors [3].

Creating a scientific context:

Currently, the main element of the process of managing enterprises is strategy. The demand for managers who are able to predict and determine the future of the company not only does not lose its relevance in the labor market, but is growing in proportion to the development of scientific and technological progress. Managers analyze the goals of the enterprise, the current and future business profile, the resources and actions required to achieve the goals, after which a strategy is developed and the business model of the organization is built. The role of strategy is to determine the level of productivity, competitive advantage and action plan for the enterprise to meet the needs of the population and gain a stable position in the market. Without a properly formulated strategy, the organization cannot achieve its goals and does not come close to the planned result, because without seeing the future and not taking into account innovations, it is in a state of internal stagnation, competitiveness is lost, and the results of its activities deteriorate. Strategy is the planned reaction of the organization to changes in the external environment, its behavior, and then the actions of top managers aimed at a single coordination and coordination of the interaction of all departments - production, marketing, finance, personnel, research and development, etc. Therefore, if there is no strategy, then there is no single idea of a business model that can ensure profit and a stable position among competitors [4]. In order to clearly imagine the result that a strategy should lead to, the manager must correctly determine the goals of the enterprise, the

tasks of its activities, assess its strengths and weaknesses (SWOT analysis). A huge number of strategies have been developed by specialists in this direction. Practice shows that an enterprise is very rarely limited to only one strategy framework, since in this case it is impossible to take into account all factors of the external and internal environment and quickly respond to emerging changes. To achieve the most beneficial result, it is recommended to use a combination of several strategies at once, since each of them has its own advantages and disadvantages that affect the activities of the enterprise [5]. Without strategic management, the organization is certainly able to function, but in this case, the duration and quality of its work may be called into question. The absence of this type of management makes enterprises vulnerable to competitors and unexpected changes in the environment. Thus, we can conclude that in the conditions of instability of the modern economy, strategic management is the basis of enterprise development, and strategy is a necessary element of this type of management.

Entering the strategic management type, it is necessary to responsibly approach the choice of strategy for the specifics of production and attach great importance to the issue of strategic planning. A correctly selected and implemented strategy allows the company to adapt more quickly to new changes in the environment, strengthen its position in the market and increase its competitiveness, rationally use available resources, and work as efficiently as possible in the long term. The success of the enterprise and its development directly depend on strategic management.

Study of literature related to the research:

Making a strategic choice means tying together business decisions and competitive actions across the company into a single node. When a company develops a strategic vision, it effectively prepares for future challenges by identifying key areas of development and clearly formulating business ambitions.

The term "strategy" comes from military theory, and the Greek word "strategos" translates to "art of the general." In a broad sense, strategy is a detailed plan or course of action aimed at achieving strategic goals in any field. Harvard University was the first institution to offer a course focused on strategic management in 1912.

This course was aimed at identifying optimal solutions to organizational problems. The concept of strategic management was further developed in the academic environment thanks to the 1959 Ford Foundation report recommending the inclusion of this discipline in business school curricula. In the second half of the 20th century, strategic management became a more consolidated and mature direction within management. It began to unite various business disciplines, emphasizing the importance of aligning the strategic direction of an organization with its operational capabilities. Strategic management began to take shape as an academic discipline in the mid-20th century. In the 1950s, Peter Drucker (2002) introduced the concept of "management by objectives", which initiated a systematic approach to business management. The term "strategic management" itself began to be actively used in the late 1960s and early 1970s. Its use was aimed at highlighting the differences between traditional management at the operational level and top-level management related to production processes. The main idea behind the shift from operational to strategic management was the desire of the company's management to take a more active account of the external environment and quickly adapt to changes in it. In the late 1960s, Ansoff developed the concept of the "growth matrix", which allowed managers to better understand the company's various growth strategies. In the 1970s, the works of Michael Porter appeared, who proposed the concepts of "Porter's five forces" and the "value chain", which had a significant impact on the understanding of competitive strategies.

In the 1980s, the concepts of corporate culture and change management were developed, which was reflected in the works of Peters and Waterman (Magret, 2013). In the 1990s, there was a renewed interest in adaptive strategies and organizational adaptation, which was reflected in the works of Hamel and Prahalad (1990). Since 2000, economic development and analysis, to this day, strategic management continues to develop in the

direction of integration with technology, sustainable development and globalization, which is emphasized in the works of Kaplan and Norton (2001). Thus, the initial concept of "strategic management" was associated with the special role of management, which is carried out at the top management level. In general, the creation of this distinctive classification and the recognition of "strategic management" as a separate concept were determined by several main aspects (Popov, 2000):

- \*Insufficient information on the financial results of companies' activities;

- \* An increase in the number and complexity of management tasks due to constant changes in the internal and external environment of companies;

- \* Expanding the geographical boundaries of companies' activities;

- \* Increasing instability and dynamism of environmental changes

- \* Transition to a post-industrial society

**Research methodology.** For a comprehensive approach to the study of the history and development of strategic management, taking into account both theoretical foundations and practical aspects, methods of analysis and synthesis of scientific articles, textbooks and monographs on strategic management were used. to obtain a broad understanding of various theories and models. A comparative analysis of various approaches to strategic management was conducted to identify future prospects in the field of strategic management, especially in the context of globalization and technological change.

**Materials and methods.** There are different approaches to defining the term "strategic management", and the concept of strategic management is associated with the complexity of reflecting various features. The following are characteristic features of strategic management: taking into account the long term; reliance on human potential as the core of the business entity, its main value; focusing activities on consumer needs; implementing a flexible response to changes, etc. Managing a business entity involves understanding the strategic management process and makes it possible to consider the relationship between strategic planning and strategic management.

Taking these factors into account allows you to perform the main functions of strategic planning, namely: identifying the main problems of the business entity; detailed planning for making permanent decisions and creating a basis; ensuring long-term planning compared to other types of planning; contributing to the activation of the work of top management. The strategic planning process is a tool that helps in making management decisions.

**Analysis and research results.** The main element of strategic management is, of course, strategy, but this concept often causes confusion due to the ambiguity of interpretations. Andrews observed that the understanding of the term "strategy" varies greatly in both business and academic environments (Andrews, 1965). Evered called strategy a key word in management, despite its ambiguity (Evered, 1983). Hambrick and Fredrickson noted the broad and non-specific use of the term, while Markides emphasized that ambiguity contributes to the emergence of new terms and increased confusion among specialists and scholars (Hambrick and Fredrickson, 2001; Markides, 2004). In the post-World War II period, the need to develop strategic approaches in business arose due to the transition from a stable economic environment to a more dynamic and competitive one. Ansoff explained this trend by two main factors: accelerating market changes and the active integration of scientific and technical achievements into management processes (Ansoff, 1965). These rapid changes have increased the importance of the ability to predict, seize new opportunities and respond to threats in a timely manner, which requires management to adopt a more thoughtful and analytical approach to decision-making. In the 1950s, thanks to funding for research on business school curricula by the Ford Foundation and the Carnegie Corporation, a deeper study of strategy in the context of management began. According to a report by Gordon and Howell in 1959, as a result of these studies, it was proposed to expand business management training to include a course in business policy, which was a new step in the

development of academic programs. (Certo and Peter, 1995) In the pre-war period, business schools introduced business policy courses into their programs, which were later updated and further developed with the support of 40 universities.

This led to the expansion of the scope of management training, including the management of corporate programs. In his work "The Practice of Management" (Peter Drucker, 1954), Peter Drucker proposed a new definition of strategy in the context of management, in contrast to the economic interpretation of von Neumann and Morgenstern (von Neumann and Morgenstern, 1947). After the introduction of the first definition of strategy by Peter Drucker in 1954, seminal research in this area was continued by scholars such as Chandler in 1962, Ansoff in 1965, and learned and his colleagues in 1969. Their work laid the theoretical foundation of strategic management and is considered classic in this field.

Prior to these studies, business policy debates, particularly at Harvard University, focused on identifying the key issues facing major companies. A review of the strategy literature identified five major stages in the development of the discipline of strategic management after World War II. Gluck, Kaufman, and Vallek identified these stages as beginning with the three stages of strategic planning, followed by the stage of strategic management (Kaufman and Vallek, 1980). A fifth stage, which developed in the 1980s, gave way to a more flexible approach to strategic thinking in the 1990s, as documented by Stacey and Heraclius (Stacey, 1993 and Heraclius, 1998). Basic financial planning (1950s): focused on short-term financial budgeting, relying primarily on management's knowledge and intuition to formulate strategy with limited formal documentation. Forecast-based planning (1960s). Companies began to use a longer planning horizon, including environmental analysis and multi-year forecasts. During this phase, thinkers such as Chandler, Andrews, and Ansoff contributed, providing broader definitions of strategy and SWOT analysis. Externally Oriented Planning (1970s): characterized by an emphasis on market and competitive analysis, while strategic planning gains popularity. This period also saw the growth of various strategic planning models, but their effectiveness was debated in relation to the performance of companies. Strategic Management Phase (1980s): characterized by a more integrated approach, combining resources to achieve

competitive advantage. This was accompanied by more inclusive planning structures and an emphasis on entrepreneurial thinking and corporate values. Focus on strategic thinking (late 1980s and onwards): Recognizing the limitations of the strategic management process, there was a shift towards a more flexible form of strategic thinking that took into account the importance of organizational culture and internal politics. In the last few years, issues of strategy and strategic management have attracted considerable attention from scholars and researchers. The following table lists the various interpretations of the term "strategic management".

**Conclusion and suggestions.** A study of the history of strategic management shows that its development can be divided into five main stages. These stages reflect the evolution of concepts and methods in the field of management, adapting to changes in the economic, technological and social environment. Basic financial planning (1950s): a primary focus on short-term budgeting and a reliance on intuitive management strategies. Forecast-based planning (1960s): an expansion of the horizons of just-in-time planning, including environmental analysis and long-term forecasts. Externally oriented planning (1970s): strategic planning reaches its peak of popularity, focusing on market analysis and competition. Strategic management stage (1980s): focusing on combining company resources to achieve competitive advantage, focusing on entrepreneurial thinking. Focus on strategic thinking (1990s and beyond): deepening understanding of the importance of organizational culture and flexibility in strategic management. Each of these stages reflects major trends and changes in management approaches, emphasizing the importance of flexibility and adaptation to changing market and technological conditions.

In studying the problem of the relationship between strategic management and strategic planning, it is necessary to determine the essence and characteristics of strategic management analysis. Strategic business management analysis determines what an economic entity should do now in order to achieve desired results in the future, as well as how to look at the present from the future. In this regard, it is appropriate to analyze some approaches of researchers to the definition of the term "strategic management".

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