

## GOALS AND OBJECTIVES OF SMALL BUSINESS AND ENTREPRENEURSHIP MANAGEMENT

Ismoilov Ravshanjon Bakhritdinovich

Associate Professor, Namangan Institute of Engineering and Technology

Muminov Sodiqjon Tukhtasinovich

researcher at the Namangan Institute of Engineering Technology

### ABSTRACT

This article describes the goals and objectives of Small Business and Entrepreneurship Management.

**Keywords:** small business, entrepreneurship, risk, capital, economic well-being

### INTRODUCTION

Creating a purposeful structure of enterprise management is one of the important tasks that an entrepreneur must solve.

The management structure of an enterprise is a set of various interconnected governing bodies and units that perform management objectives and perform functions.

The management structure is also referred to as the production structure. In this case, the primary and defining factor in the organization of management is the production process. It consists of interconnected main, auxiliary, and service processes, which require the division of labor between departments and employees. For this purpose, production departments and their own management staff will be created. The set of divisions, their composition and forms of interaction make up the production structure of enterprises.

The purpose, function, task, object and bodies of management determine its organizational structure. The governing bodies that make up the organizational structures are in the form of management links and management stages.

Management units are independent departments that perform some or a number of management functions. The connections and connections between these sections will be of a horizontal nature.

The management phase is the link that operates at a certain level of the hierarchy. For example: Ministry → association → enterprise → shop → department

The control steps show the gradual subordination of one control link to another, usually the upper link of the lower link. This is a vertical division.

The structure of all links and stages, the order of their mutual subordination, the rights and duties of each governing body and link, the relationship between them constitute the management system.

The management system can be divided into different aspects: management of the whole network; management of enterprises in each sector; management of departments within enterprises, etc.

If the management is limited and deals with issues related to the activities of the subordinate body, then this type of communication is called functional formal communication.

In addition to vertical connections between organs, there are also horizontal connections, which are connections in the form of coordination, harmonization, and cooperation.

Formal relations play a key role in the management structure. But informal relationships are also important.

Sometimes they are crucial in setting up an organization. Informal relationships can be different. These include kinship in the enterprise, the common interests it contains, such as occupations, interests, sports, or friendships.

Informal relationships should also be considered. Because:

- Informal contacts will be connected with all links of the official staff;
- a number of relationships arise outside of work and affect the entire operation of the enterprise;
- The informal system allows for the effective organization of enterprise activities in many respects.

But the downsides of informal relationships are not gone either. Where there is a lack of caution, sensitivity, groupings, localism, kinship, and the like can occur.

Linear (stepped) structure. Linear content is the simplest type of management structure.

In this case, all management functions are concentrated in the hands of the head of the enterprise, and all subordinates and production units are subordinated to him. Each manager manages the activities of the department entrusted to him on a one-to-one basis and makes the necessary decisions independently.

Subordinate employees only carry out the orders of their immediate superiors. A senior manager should not address employees "bypassing" their immediate superior. For example, the director of an enterprise should not order the master to bypass the head of the shop.

Linear content has its own pros and cons.

Advantages of linear content:

- reduces the number of conflicting assignments;
- Individual leadership and personal responsibility will be strengthened;
- this content is simple, thorough and economical;
- the number of stages will be less;
- Few people interfere in the work of the controlled object;
- tasks are solved quickly;
- the whole system works efficiently;
- employees report only to their supervisor.

Disadvantages of linear content:

- Since such a structure is designed to solve simple problems, it is much more difficult to solve complex problems;
- in such a situation, managers are more active and ignore strategic issues;
- In such a management environment, there is a high risk of command and formality, due to the fact that in each link of the structure, the leader has the right to issue orders on his position.

In a production environment where the linear structure of management is less complex, the tasks of executors can be justified when the tasks are simple, the volume of commands and information is small. As production becomes more complex and the scope of work expands, it requires the stratification of management functions, the emergence of linear-stacked content instead of linear content.

**Linear-staff structure.** The line-staff structure is formed by the formation of specialized staff, advisory councils, ie headquarters under each line manager.

The mission of the headquarters is to help managers make decisions by exploring various issues. The reason for the need for such headquarters is the complexity of functions in enterprises.

While line managers are responsible for performing the primary tasks towards achieving the main goal of the enterprise, those at the headquarters are responsible for performing the secondary tasks that are subordinate to the primary tasks. They perform the function of counseling. The main task of line leaders is to identify and accept the appropriate of the proposed positive and negative advice.

The advantage of this content is that line managers focus on the day-to-day operations of the enterprise, rather than on research work. The disadvantage is that it leads to the emergence of redundant links in the management system, resulting in a decrease in management speed, an increase in management costs.

**Functional structure.** The structure of the functional structure is aimed at specializing the management activities of managers and content links. In this case, certain functions are attached to each control link.

The functional specialization of the management apparatus significantly increases the efficiency. Instead of universal managers, who must perform all the functions of management, there will be a staff of specialists who know their field, have their own staff, and are responsible for the assigned area of work.

Functional divisions directly manage the activities of all subdivisions. Functional management provides guidance to the activities of lower-level bodies and units on a narrow range of issues related to the competence of this or that function. For example, the planning department of an enterprise directs the planning bureaus of the shops.

There is also a vertical hierarchy and subordination of the heads of functional departments. However, unlike linear content, such subordination is not administrative but purely methodical advisory subordination. For example, the head of the enterprise planning department does not have the right to give orders to the head of the shop planning bureau, even on the issue related to this task. An administrative order can be given by the director of the enterprise to the head of the shop, and the head of the shop can give such an order to the head of the shop planning bureau.

Functional content also has its pros and cons.

**Advantages of functional content:**

- In this structure, management activities are deeply specialized. This ensures an increase in the level of professionalism of management efficiency. For example, a marketing specialist knows the industry better than other top executives and does the job at a high level;

- Improvement of coordination in the functional area. Employees quickly develop the ability to do this;
- reduces material costs, eliminates duplication in management, etc.

**Disadvantages of functional content:**

functional bodies are interested in the quality of performance of the tasks assigned to them and are not responsible for "foreign" tasks, as well as for the overall operation of the entire enterprise. In this case, each leader has all the rights to issue orders on their duties. Consequently, this leads to a violation of the principles of monopoly, a decrease in the responsibility of the executors, and a loosening of discipline. Because each executor is not subject to one boss, but to several bosses at the same time, often receiving contradictory instructions from them.

The main control in the linear-functional structure is linear control. Line managers are appointed at all levels of management and in independent management of plots. They are given the right to manage production and economic activities in accordance with the principles of individualism, and they are fully responsible for the results obtained.

Functional and departmental organizations are established to provide qualified assistance to managers working in a linear-functional structure of management. The role of these organizations will be to prepare management decisions and provide qualified assistance to managers.

**Disadvantages of this content:**

- Disagreements arise between linear and functional staff;
- It is more difficult for an entrepreneur to coordinate the activities of functional staff.

Program-targeted structure. The solution of many problems in the activities of modern enterprises requires horizontal coordination and coordination. For example, if the company moves to the production of a new product:

- Development of a new standard of material consumption;
- revision of labor standards;
- training and retraining of workers of various professions;
- identify the need for new materials;
- communication with suppliers;
- introduction of new technologies, etc.

The above functions are performed by various service units, which must agree on the content and timing of the work to be performed, connecting many elements of production. In Goho, there is a breakdown in the relationship between functional services, and services are done through debate and discussion. The line-content manager, on the other hand, finds it very difficult to coordinate the work of a large number of departments.

This behavior is addressed by creating new organizational management structures, more precisely, by making adjustments to the linear-functional management structures. Such content is called program-targeted content. The program-targeted structure of management comes in two forms: project-based and product-based management.

Project management is used in cases where there is a need to introduce new equipment and technology in the short term. In this case, a temporary special service unit will be created and resources will be provided to it. This department creates the project and monitors its implementation.

Project management routinely identifies, breaks down, or complements leadership. It is the body that coordinates the activities of all functional services and departments of the enterprise to implement the project. Appropriate rights are granted to this body. He will be fully responsible for the performance of the duties.

Such management is used in multi-nomenclature production. The project manager has a special authority to distribute the technological work between the units and the workers, supervising its implementation within the framework of his project. The orders of the line manager for these matters shall be agreed with the project manager. In this case, the executor has two or more leaders and is subordinate to them.

The advantage of the management structure according to the product is reflected in the reduction of the ways and flow of information, full adherence to the principle of one-man rule, freeing the upper levels of management from small current tasks. Such content is able to respond quickly to changes in demand in the market.

Matrix structure. Matrix content management is more complex and is used by businesses whose products have a relatively short "lifespan" and change frequently. This content is aimed at establishing horizontal connections in the enterprise and linking them with the activities of various enterprises that perform complex orders using modern computers, providing highly qualified services and expertise in the field of technology. This content can be thought of as a 'tour'. It represents a combination of two types of content.

The essence of the matrix structure of management is that in it each employee, at the same time, is in service in the management of the project, as well as in its functional body, and is subordinated to both parties. This content has its own advantages. These are:

- sharply reduces and regulates the length of (horizontal) connections in the management process;
- speeds up decision-making and increases responsibility for their content and results;
- quickly develops the ability to change the factors affecting the internal and external conditions of the enterprise and acts accordingly;
- somewhat extinguishes the tendency to bureaucracy within the department by means of linear subordination, and so on.

However, matrix content also has some drawbacks. These are the complexity of the content and the lack of real authority of the governing bodies.

## REFERENCES

- 1) Soliyev Ibodulloxon Ismatullayevich, Mullabayev Baxtiyarjon Bulturbayevich, & Bokhodirova Zulfizar Bokhodir qizi. (2021). DEVELOPMENT OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP IN THE ECONOMY OF THE REPUBLIC OF UZBEKISTAN. *Academicia Globe: Inderscience Research*, 2(6), 419–425. <https://doi.org/10.17605/OSF.IO/A3NCG>

- 2) Bulturbayevich, M. B. (2021). Challenges of Digital Educational Environment. *Academic Journal of Digital Economics and Stability*, 4, 54-60.
- 3) Bulturbayevich, M. B. (2021). Development Of Innovative Activities Of Enterprises On The Basis Of Vertical Integration Processes. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(10), 5020-5031.
- 4) Bulturbayevich, M. B. (2021). CHALLENGES IN DEVELOPING A DIGITAL EDUCATIONAL ENVIRONMENT. *Academic Journal of Digital Economics and Stability*, 2, 1-9.
- 5) Tursunalievich, A. Z., Bulturbayevich, M. B., Ismatullayevich, S. I., Urayimovich, B. O., & Yokubovna, Y. H. (2021). Use of Gravitation Models in the Development of Tourism and Recreation. *Annals of the Romanian Society for Cell Biology*, 3124-3143.
- 6) Bulturbayevich, M. B., & Qobuljon, T. (2021, February). THE STATUS OF DEVELOPMENT OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP DURING THE CORONAVIRUS PANDEMY. In *Archive of Conferences (Vol. 15, No. 1, pp. 124-129)*.
- 7) Bulturbayevich, M. B. (2021, February). IMPROVING THE MECHANISMS OF STRATEGIC MANAGEMENT OF INNOVATION PROCESSES IN ENTERPRISES. In *Archive of Conferences (Vol. 15, No. 1, pp. 130-136)*.
- 8) Bulturbayevich, M. B. (2021). FORMATION AND MANAGEMENT OF THE INVESTMENT PORTFOLIO OF A COMMERCIAL BANK. *International Engineering Journal For Research & Development*, 6(ICDSIIL), 5-5.
- 9) Bulturbayevich, M. B., & Ibrohim, E. (2021). EXPANDING EXPORT OPPORTUNITIES FOR SMALL BUSINESSES AND PRIVATE ENTREPRENEURSHIP. *International Engineering Journal For Research & Development*, 6(ICDSIIL), 6-6.
- 10) Bulturbayevich, M. B., & Diyora, J. R. (2021). PROSPECTS FOR THE DEVELOPMENT OF INNOVATIVE ACTIVITIES OF INDUSTRIAL ENTERPRISES. *International Engineering Journal For Research & Development*, 6(ICDSIIL), 5-5.
- 11) Bulturbayevich, M. B., & Nurbek, N. (2021). OPPORTUNITIES TO INCREASE THE COMPETITIVENESS OF SECTORS OF THE ECONOMY, INVESTMENT AND EXPORT POTENTIAL. *International Engineering Journal For Research & Development*, 6(ICDSIIL), 6-6.
- 12) Bulturbayevich, M. B., & Sardor, O. L. (2021). IMPORTANT ASPECTS OF THE METHODS USED IN THE RISK ANALYSIS OF INVESTMENT PROJECTS. *International Engineering Journal For Research & Development*, 6(ICDSIIL), 6-6.
- 13) Bulturbayevich, M. B., & Bekzod, N. (2021). CREATING AN EFFECTIVE ENVIRONMENT FOR ATTRACTING FOREIGN DIRECT INVESTMENT IN THE TEXTILE INDUSTRY IN THE REGIONS. *International Engineering Journal For Research & Development*, 6(ICDSIIL), 5-5.
- 14) Jurabaevich, S. N., & Bulturbayevich, M. B. (2021). POSSIBILITIES OF USING FOREIGN EXPERIENCE TO INCREASE THE QUALITY OF EDUCATION IN REFORMING THE EDUCATION SYSTEM OF THE REPUBLIC OF UZBEKISTAN. *Web of Scientist: International Scientific Research Journal*, 1(01), 11-21.

- 15) Jurabaevich, S. N., & Bulturbayevich, M. B. (2021). DIRECTIONS FOR IMPROVING THE FOOD MARKET IN THE FERGANA REGION. *Innovative Technologica: Methodical Research Journal*, 2(01), 1-8.
- 16) Jurabaevich, S. N., & Bulturbayevich, M. B. (2021). Management Of Higher Education Institution-As An Object Of Economic Diagnostics. *Emergent: Journal of Educational Discoveries and Lifelong Learning (EJEDL)*, 1(01), 11-20.
- 17) Tursunbaevich, B. B., Bulturbayevich, M. B., & Rahmat, A. (2021). The Impact of The Pandemic on The Economy of The Republic of Uzbekistan. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 7(1), 161-168.
- 18) Bulturbayevich, M. B., Rahmat, A., & Murodullayevich, M. N. (2021). Improving Teacher-Student Collaboration And Educational Effectiveness By Overcoming Learning Challenges. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 7(1), 153-160.
- 19) Jurabaevich, S. N., & Bulturbayevich, M. B. (2021). DIRECTIONS FOR FOOD SECURITY IN THE CONTEXT OF GLOBALIZATION. *Innovative Technologica: Methodical Research Journal*, 2(01), 9-16.
- 20) Jurabaevich, S. N., & Bulturbayevich, M. B. (2020). THE ROLE OF DIAGNOSTIC MODELS IN THE STUDY OF THE ACTIVITIES OF HIGHER EDUCATION INSTITUTIONS. *ResearchJet Journal of Analysis and Inventions*, 1(01), 54-65.
- 21) Jurabaevich, S. N., & Bulturbayevich, M. B. (2020). The Concept of Food Safety and Its Scientific-Theoretical Concept. *ResearchJet Journal of Analysis and Inventions*, 1(01), 9-22.
- 22) Jurabaevich, S. N., & Bulturbayevich, M. B. (2020). THE SYSTEM OF HIGHER EDUCATION IN THE DEVELOPMENT OF THE NATIONAL ECONOMY. *ResearchJet Journal of Analysis and Inventions*, 1(01), 23-32.
- 23) Bulturbayevich, M. B., Tursunaliyevich, A. Z., Ahmadjanovna, M. T., & Bozorovich, U. C. (2020). Development Of Public-Private Partnership In The Organization Of Regional Tourist And Recreational Complexes. *European Journal of Molecular & Clinical Medicine*, 7(7), 778-788.
- 24) Bulturbayevich, M. B., Rahmat, A., & Murodullayevich, M. N. (2021). Improving Teacher-Student Collaboration And Educational Effectiveness By Overcoming Learning Challenges. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 7(1), 153-160.
- 25) Bulturbayevich, M. B., Saodat, S., Umida, J., Shakhnoza, N., & Feruza, S. Theoretical and Practical Bases of Investments and Processes of Their Distribution in the Conditions of Modernization of Economy. *International Journal on Integrated Education*, 3(9), 132-137.
- 26) Муллабаев, Б. Б. DEVELOPMENT OF LIGHT INDUSTRY BRANCHES IN UZBEKISTAN BASED ON VERTICAL INTEGRATION РАЗВИТИЕ ФИЛИАЛОВ ЛЕГКОЙ ПРОМЫШЛЕННОСТИ В УЗБЕКИСТАНЕ НА ОСНОВЕ ВЕРТИКАЛЬНОЙ ИНТЕГРАЦИИ.
- 27) Муллабаев, Б. Б. (2018). ЭКОНОМЕТРИЧЕСКИЙ АНАЛИЗ ВЕРТИКАЛЬНОЙ ИНТЕГРАЦИИ ПРЕДПРИЯТИЙ ЛЕГКОЙ ПРОМЫШЛЕННОСТИ НАМАНГАНСКОЙ ОБЛАСТИ (НА ПРИМЕРЕ РЕСПУБЛИКИ УЗБЕКИСТАН). *Научное обозрение: теория и практика*, (8), 22-36.
- 28) Muhiddinova, I. M., Bulturbayevich, M. B., Sharipdjanovna, S. G., Urinboevich, A. A., & Gulnora, M. The Role of Structural Changes in Small Business in the Development of the Economy of the Republic of Uzbekistan. *JournalNX*, 107-116.