

USE OF FOREIGN EXPERIENCE IN THE FIELD OF QUALITY MANAGEMENT AT THE ENTERPRISES OF UZBEKISTAN

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ANNOTATION

The article discusses quality management systems at enterprises in a number of countries, the most common methods and programs aimed at improving product quality, foreign experience in the field of quality management. The main reasons for its low level of use at the enterprises of Uzbekistan are revealed.

Keywords: quality management, programs and methods in the field of quality management.

АННОТАЦИЯ

В статье рассматриваются системы менеджмента качества на предприятиях ряда стран, наиболее распространенные методы и программы, направленные на повышение качества продукции, зарубежный опыт в области менеджмента качества. Выявлены основные причины его низкого уровня использования на предприятиях Узбекистана.

Ключевые слова: управление качеством, программы и методы в области управления качеством.

АННОТАЦИЯ

Мақолада бир қанча мамлакатлар корхоналарида сифатни бошқариш тизимлари, маҳсулот сифатини оширишга қаратилган енг кўп тарқалган усул ва дастурлар, сифатни бошқариш соҳасидаги хорижий тажрибалар кўриб чиқилади. Ўзбекистон корхоналарида ундан кам фойдаланишнинг асосий сабаблари аниқланди.

Калитсўзлар: сифат менежменти, сифат менежменти соҳасидаги дастурлар ва усуллар.

INTRODUCTION

Product quality is the most important task in the development of the economies of all countries. The world has accumulated a lot of experience in improving quality management.

Many enterprises in developed countries have quality management systems. These are systems according to international standards ISO 9000 and company-wide systems.

In accordance with ISO 9000 standards, the main goal of the system is to meet the needs of the consumer with the required level of product quality. From this point of view, an enterprise can remain at the same level if its products meet the needs of consumers.

The goal of the company-wide TQM (Total Quality Management) systems is to continuously improve the quality of manufactured products and reduce costs. TQM principles: zero defects, prevention rather than elimination of defects, minimal control system, relationships between personnel and between departments are considered as a relationship between customers and suppliers.

In Japan, these systems are focused on a person, in America, the administrative beginning rises. The peculiarities of quality management in America are the development of production plans and strict control of their implementation, quality control of products using the methods of mathematical statistics, improving the management of the entire company.

Many Uzbek enterprises also operate certified quality management systems in accordance with international standards ISO 9000. The last GOST R ISO 9001-2015 was approved in September 2015. Enterprises that have a quality system certificate must rebuild this system in accordance with the new standard, since from September 2018, quality systems that comply with GOST R ISO 9001-2015 will be recognized. In this regard, many enterprises in our country reduce the struggle for quality to obtaining a certificate of 32 systems, which allows them to enter new markets, and not to constant work to improve quality.

The formal approach caused the deaths of those operating in almost every enterprise, in every region in the 80s of the 20th century.

Now at a number of enterprises where there are certified quality systems, employees do not know or have heard something about their existence. The reason for this is that the entire staff is not involved in the fight for quality.

At the enterprises of Japan and many other countries, there are "quality circles" (voluntary associations of employees of the organization who gather in their free time to find ways to improve quality).

In our country, back in the late 80s of the 20th century, quality groups began to be created according to the type of "quality circles". In 1986, the State Committee for Labor of the USSR, the State Committee for Standardization and the Secretariat of the All-Union Central Council of Trade Unions approved the "Standard Regulation on Quality Groups in Associations at Enterprises and Organizations." However, the restructuring of the economy brought the entire movement for product quality to naught.

Various methods and programs have been developed in the world aimed at improving the quality of products. The most common organizational improvement methods include idealization, structuring quality functions, simplification, work cell analysis, statistical management, benchmarking, business process reengineering, Six Sigma.

These improvement methods are used by a team of trained, motivated people who support their organization and strive to improve the quality of their products.

The "20 Keys" program developed in 1982 by Iwao Kobayashi has become widespread in dozens of countries. The slogan of this program is: "better", "faster", "cheaper".

THE 20 KEYS PROGRAM INCLUDES THE FOLLOWING AREAS

- 1) bringing cleanliness and order;
- 2) rationalization of the management system;
- 3) activities of small groups;
- 4) reduction of inventories in work in progress;
- 5) fast change over technology;
- 6) cost analysis of manufacturing operations;
- 7) production without constant supervision;
- 8) related production;
- 9) maintenance of machinery and equipment;
- 10) accounting and distribution of working time;
- 11) quality assurance system;
- 12) helping suppliers to improve the quality of their products;
- 13) elimination of losses;
- 14) empowering workers to make improvements;
- 15) training in related professions;
- 16) production planning;
- 17) management of labor productivity;

- 18) use of microprocessors;
- 19) energy saving and saving of materials;
- 20) general technology and production technology.

The key has 5 levels, overcoming each of them is estimated at 1 point. To get one key, you need to get 5 points. The maximum number of points that an enterprise can score is 100. As practice shows, at the beginning of work on this program, enterprises have 20-30 points and for every next 3-4 years they gain 20 points.

The main task of this program is to identify weaknesses in the company's activities and eliminate them. Its implementation made it possible to improve workplaces, increase labor productivity of employees and enterprises, reduce rejects and increase profits. This program has been implemented at (Penztyazhpromarmatura) LLC.

THE FIVE ZEROS PROGRAM HAS ALSO SPREAD IN JAPAN. ITS ESSENCE IS THAT EVERY WORKER SHOULD NOT

- 1) accept defective products from a previous operation;
- 2) create conditions for the appearance of defects;
- 3) transfer defective products to the next operation;
- 4) make changes to the technology;
- 5) repeat mistakes.

The Five Zeros program is provided by the Just-in-Time (JIT) program - do everything on time, which allows you to reduce the time from receiving an order to delivering products to the consumer. The essence of JIT is to do everything in the quantity, quality and time required by consumers.

THE HALLMARKS OF THE JAPANESE APPROACH TO QUALITY MANAGEMENT ARE

- research and analysis of emerging problems;
 - high level of technology and technology;
 - computerization of production and management processes;
 - emphasis on quality control of processes, rather than product quality;
 - prevention of the possibility of admission of defects;
 - focus on continuous improvement of processes and labor results in all divisions of the organization;
 - responsibility of each performer for the quality of labor results;
 - training of specialists;
 - use of human capabilities, fostering a sense of pride in the work performed, moral stimulation.
- As you can see, the programs and methods currently in force around the world in the field of quality management are yielding good results.

In Uzbekistan, global achievements are used by single enterprises. 34 The reasons, in my opinion, are the formal approach of the management and the lack of interest of the team. In almost all organizations, there is a huge gap in the remuneration of managers and employees (tens and hundreds of times). Such injustice cannot motivate workers to high-quality work, pride in the products they produce, and to show initiative. Feedback is stuck in team management. The management does not listen to the opinion of its employees, does not take into account their interests. Forgotten the spirit of the existing socialist competition, which played an important role in improving the quality of products. The need to involve employees in quality management remains only on paper.

Uzbekistan has highly qualified specialists capable of solving the most complex problems. Corruption, irresponsibility, inattention to a person and his needs negatively affect the attitude

towards work. We need a restructuring of the remuneration system in accordance with its results of expanding the democratization of society, attention to the person of labor, and an increase in personal responsibility for the quality of labor.

On the Uzbekistani market of educational services, the activity on preparation of specialists for tourism - a relatively new phenomenon [3].

A serious problem hindering the development of tourism in Uzbekistan is the inefficient system of training of tourist personnel. Until 1992, neither in Uzbekistan nor on the territory of all the republics that were previously part of the USSR, there was no experience of training specialists of tourist and hotel structures operating in the market conditions. Therefore, in the first universities of the Republic, preparing tourism managers, the preparation of curricula, programs, and the organization of the entire educational process was carried out mainly empirically, without sufficient scientific justification.

Now the Republic is working on training and retraining of professional personnel for the tourism industry, education in the field of tourism and hotel industry is dynamically developing and improving. Of course, it is still too early to compare the Kazakh tourist education with the foreign one, where it has existed for 5080 years, but there is hope to overtake the Western countries in this indicator in about ten years.

World experience in the development of the tourism industry shows that professional education of employees is a prerequisite for the successful operation of the enterprise.

Every year an increasing number of specializations is in tourism and hospitality industry. Professional tourism education is offered mainly by higher education institutions. While in Europe, experts point out that tourism is one of those sectors where, under modern conditions it does not require extensive education. For example, in France, in just two years of training you will receive a competitive tourism education. It should be noted that the majority of all training takes place at the enterprise. The structure and content of curricula of universities that train specialists for the hospitality industry and tourism, differentiated depending on level of education, traditions of national education, competencies specific educational institutions.

DISTINCTIVE FEATURES OF THE WORLD SYSTEM OF TRAINING PERSONNEL FOR THE HOSPITALITY INDUSTRY AND TOURISM ARE

- the applied nature of the training of the bulk of experts;
- a large number of elective courses, allowing students to expand their horizons and to master related (and sometimes quite remote) areas of activity;
- a high proportion in the curricula of the various types of practices, internships and sandwich-training technologies (training interrupted);
- active participation of almost all students in various forms of international exchange;
- extremely high level of students' assimilation of information technologies regardless of the chosen sphere of activity in the hospitality industry and tourism;
- the study of at least two and often three languages.

Naturally, the formation of specific educational programs and set of training courses is carried out in response to the requests of the markets of the hospitality and tourism.

WHEN DEVELOPING EDUCATIONAL PROGRAMS, IT IS NECESSARY TO CONSIDER THE MAIN ADVANTAGES OF EUROPEAN MODELS OF VOCATIONAL TRAINING FOR TOURISM AND HOSPITALITY

- most study time should be allotted to the acquisition of practical skills obtained during the practical training, internships in enterprises of the tourism industry and hospitality;

- to focus on the formation of the psychology of customer service students;
- to establish close cooperation between enterprises of the industry of tourism and hospitality and educational institutions;
- to increase the mobility of students.

The needs of the tourism sector in the new conditions are largely focused on the need for adequate staffing of all areas of development, types and forms of tourism. The main contradiction here lies in the multidisciplinary nature of tourist activity, which, on the one hand, needs personnel of various professions, specialties, qualifications, and on another - in fundamentally new technologies for servicing tourists, the needs of which arise as the development of related industries of the national economic complex and the formation of specialists in related professional activities.

The rapid globalization of the world economy, the development of means of communication, increased migration flows helps to ensure that issues of quality and standardization of tourist services is becoming one of the world's major problems [4]. Taking into account the world experience of personnel training in the field of tourism industry and in accordance with generally accepted international standards, possibly to consider the introduction in Uzbekistan of such directions of training of competent professionals at the level of postgraduate education as «Management of hospitality».

For Uzbekistan, the problem of improving the system of training for tourism is of particular importance due to the fact that the development of domestic and inbound tourism requires highly qualified specialists. Rapidly developing tourism industry of Uzbekistan in the near future will experience a lack of trained personnel.

As for Nur-Sultan, the development of the hotel industry is one of the most important elements of the hospitality industry.

Now we can say that the hospitality of the city at the level of development ranked first in the country. And this fact is not accidental. Today Astana is not only the administrative, cultural and scientific center with a rich history, beautiful landscapes, important shopping and business center. In the city there are prerequisites for the development of all types of tourism activities, and therefore, the flow of tourists of different categories will continue to grow. Therefore, the demand for the city's hotel enterprises of various types will continue to increase.

Therefore, the annual in the city's various congresses, symposiums and festivals, business meetings require high level of construction and development of the existing hotel company's category.

The development of trade relations requires the development of middle-class hotels and hotels located near shopping centers, railway stations and highways.

For the development of tourism requires the development of hotel enterprises in peri-urban areas.

Characteristically, the hotel enterprises of the city geographically concentrated few, in our opinion, specifically. Therefore, hotel complexes of luxury categories are mostly located either in downtown areas or in the suburban area. In turn, the peripheral areas with low income hotel companies [5].

For the solution of complex problems requires not only the construction of new facilities, but also modernization and expansion of existing hotel-type enterprises (such attempts have already been made), improvement of material-technical base and optimal use of tourist resources. Appropriate to a particular zoning in the village of Burabay according to the degree of intensity of development of hotel enterprises.

IN TURN, INVESTMENT ON CONSTRUCTION AND MODERNIZATION OF HOTEL COMPLEXES MAY COME FROM THE FOLLOWING SOURCES

- state financing;
- private investment;
- foreign investments;
- joint flow of funds from these three sources.

Currently, the share of private capital from the total amount of funding of the hospitality industry supplied very little as the risk associated with the investment of funds; due to the dynamic nature of tourist demand is often different today, the low level of profitability of the hotel enterprises and also in connection with long payback periods, making the construction of new hotel complexes are not attractive for private capital. This requires a clear thought-out government program to support private capital, directed at the tourism industry.

THE ENABLING ENVIRONMENT FOR THE INFUSION OF PRIVATE INVESTMENTS, IN OUR OPINION, CAN BE SUMMARIZED AS FOLLOWS

- credit policy (subsidies, loans, etc.);
- tax policy;
- state land policy.

Granting to the enterprises of the tourism industry concessional loans will help to weaken the pressure exerted by the increased construction costs caused by inflation and rising prices for construction materials and equipment [6].

The holding of a special tax policy for enterprises in the tourism industry will be a confirmation of the recognition of the role of international tourism in the economic development of the city. An essential incentive for private investment in areas prospective for tourism development should be a national land policy, which refers not only to the laws of the area allocated for construction, but also the whole corpus of legislation related to the natural resources used in tourism production process. Not to mention that some steps in providing a legal framework tourism are already done. Great importance when creating hotel complexes have played and will play overseas.

Successful international experience of some foreign countries gives an opportunity to take a fresh look at the problems of domestic tourism and hospitality and offer key areas that can make Uzbekistan more successful in this area.

Globalization of the economy leads to the fact that currently in the hospitality and tourism industry in the Republic of Uzbekistan requires the creation of flexible and responsible enterprises, based on modern science-based development strategies and capable of reform, taking into account the positive foreign experience in order to respond to new requirements and opportunities. Modern hotel companies need to invest more in improving the quality of service and increasing the perceived value of customers to achieve the most complete customer satisfaction and build loyalty. Quality customer relationships will create positive oral advertising and increase repeat customer visits, forming a sustainable customer base and return business for hotel businesses.

Using the experience of South-East Asia, it can be assumed that the creation of tourism enterprises in conjunction with the host territories spatially differentiated and seasonal tourism product, as well as the formation of a positive, different from the other, tourist image of the territory contributes to the growth of travel for tourist purposes within the country.

Taking into account the world experience, it can be argued that the achievements of the tourism and hospitality industry in Uzbekistan largely depend on how closely local and regional

authorities, business and the scientific community will interact in the direction of finding ways to successfully develop the tourism and hospitality industry.

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