

## **The Need to Develop an Effective Business Activity Management Strategy in the Construction Network**

**B. K. Abdusamatov**

*Associate professor of "Business Management" department of Samarkand State University of Architecture and Construction*

**Sh. G.Zokirov**

*Samarkand State University of Architecture and Construction "Business Management" Master's degree student*

**Abstract:** The authors address the changes being made by entrepreneurs today with their suggestions and ideas to find a solution to the current problem. The article discusses the necessity of developing an effective management strategy for entrepreneurship in the construction sector and its solutions, as well as what can be achieved by developing entrepreneurship in the construction sector and what changes can be made in entrepreneurship if a management strategy is created.

**Keywords:** construction, entrepreneurship, competition, construction industry, construction product, strategy, innovation, risk.

### **Introduction.**

Since gaining its independence, Uzbekistan has given careful consideration to the creation of laws and other legal frameworks, the arrangement of financial assistance, the defense of business owners' rights, staff training and retraining, and the expansion of small business operations based on the infrastructure of the market.

A number of benefits that come from entrepreneurial activity include increased market competition among businesses, a rise in employment and living standards, the advancement of technological innovations, the growth of the national economy, and the preservation of social stability within the state.

The modern transition stage of the economy of Uzbekistan is characterized by the development of entrepreneurial activity and the transition to various forms of ownership. This, in turn, requires effective management. Effective management, in turn, plays an important role in ensuring the competitiveness of the manufactured products and, as a result, the competitiveness of the economy.

Today, the development of the country's economy depends more on the development of entrepreneurship in society. Because those engaged in business activities are flexible to market requirements, it provides various consumer goods of the people and employment of the population, increases the export potential of the state and increases our foreign exchange reserves. For this reason, today the countries of the world create ample opportunities for the development of private entrepreneurship.

The president of our country, Sh. Mirziyoyev, in an open dialogue with entrepreneurs on August 22, 2022, said, "We are entering a very important and decisive stage on the way to building new Uzbekistan. Your selfless work, innovative thinking and approach are more important than ever today, and I believe that you will be an example for representatives of all fields," he said [1].

Therefore, one of the ways to overcome the difficulties in the national economy in the current process of economic development and in today's conditions is the development of entrepreneurial activity in the field of construction, that is, small business. Today, the construction industry occupies one of the leading positions in the country's economy, provides employment to the population of the region and contributes to filling the budget. World practice shows that small enterprises in the construction industry improve the economic process by contributing to the development of the construction market and strengthening competition in the industry as a whole. The inclusion of small enterprises in the construction industry in the structure of large corporations ensures their mobility, attracting labor resources to the development of the network. Considering the issues of small business development in the field of construction is a timely and urgent issue for the development of the entire construction industry in the current conditions of economic development.

**Analysis of literature on the topic:** Many scientific works have been prepared and articles have been published on entrepreneurship and the organization of entrepreneurial activities

"It is known that small business is a great force that brings a new atmosphere to the neighborhood and district and gives enthusiasm to our people.

In many rapidly developing countries, 70-80 percent of jobs are created by representatives of this sector. The history of all prestigious companies began with small and medium-sized businesses" [2].

Including A.N. Asaul defines it as follows: "entrepreneurship is a special type of economic activity, the essence of which is to stimulate and satisfy the demand for specific needs of society, by disrupting the market balance by gaining competitive advantages entrepreneurship has such an important feature as innovation that leads to disruption of the market balance, and uses it for its own activities in business [3].

From the theoretical point of view of entrepreneurship, in general, every enterprise has goals and strategies that guide its entrepreneurial activities. Defines the main directions of search for market opportunities for the development of strategic-purpose complex business activities, keeps costs within the planned framework, determines the number and qualifications of employees. The goal of developing entrepreneurial activity for each employee, the strategy developed and adopted by the enterprise forces employees to align their personal goals with the common goal, personal strategies with the common strategy [4].

Entrepreneurship is a special type of economic activity carried out on the basis of innovation and risk. Innovative goals cover the reproduction process as a whole or a separate part of this process, while they are aimed at obtaining entrepreneurial income [5].

Entrepreneurial activity is an activity carried out by subjects of the market economy on the basis of certain criteria established by laws, state authorities and management bodies or other representative organizations [6].

Development of business activities of an enterprise is a consistent and purposeful process of changing its quality [7].

Strategy is a system of prospective measures aimed at providing long-term competitive advantage to the enterprise and organization. Strategy development consists in choosing optimal ways of enterprise and organization development to ensure long-term competitive advantages [8].

In our opinion, entrepreneurship means the effective use of human resources and labor, which consists of the ability to use all factors of production.

The production activity of small enterprises in the construction industry on the basis of subcontracting allows to achieve stability, which reduces the risks associated with production activity [9].

In the context of the formation of the construction network market, the implementation of joint activities of small enterprises with large enterprises allows to achieve diversification of business risks, create reliable production and economic relations in the development prospects, distribute the level of responsibility, and implement flexibility.

**Research methodology:** relevant laws of the Republic of Uzbekistan, decrees and decisions of the President of the Republic of Uzbekistan, decisions of the Cabinet of Ministers, fundamental works on the development and improvement of small business and private entrepreneurship in the coverage of the scientific article, small business and private entrepreneurship in the construction of our country and foreign scientists-economists works and researches devoted to issues of further development.

**Analysis and results:** Other economic and social functions of small business make its development one of the most important state tasks, making it an integral part of regional economy reform in general, and regions in particular.

In recent years, the number of small enterprises in the Republic of Uzbekistan is constantly growing.

According to the results of 2022, the volume of construction works in the Republic of Uzbekistan increased by 6.6% compared to last year. In particular, the growth rate was 104.2% in the construction of buildings and structures, 102.9% in the construction of civil objects and 137.8% in specialized construction works.

From this, the share of small business and private entrepreneurship in the construction industry was -72.4 (%) percent in 2021, 71.6 (%) percent in 2022, and 76.6 (%) percent in the first quarter of 2023. .

Measures to attract the population to entrepreneurship were implemented, and 92,761 new small business entities were established in 2022.

According to the results of the implemented works, more than 350 local enterprises with a total cost of 366 mln. Assistance was provided in the export of products worth US dollars.

In 2022, assistance was provided in establishing 74 joint ventures with the participation of foreign capital, and 739.6 million US dollars of purchased manufacturing equipment was allocated to 987 business entities.

The development of cooperative relations in small construction enterprises allows to achieve certain stability in development despite the uncertainty of the construction market. As a form of production and economic relations in market conditions, it ensures flexibility of construction enterprises to market changes, which leads to the economic stability of small enterprises, including the development of financial, organizational, and market components of production activity [10].

**Conclusions and recommendations:** The business development strategy of an enterprise is a set of political and economic guidelines and long-term action programs planned to achieve the development goal.

Effective management of enterprises - application of innovative technologies, use of strategic management methods serve to increase efficiency indicators and production volume.

Determines the need and opportunities to combine goals and strategies in solving current trends and existing problems of the enterprise's business development, especially if the task in business is to maintain and increase competitiveness.

The purpose and strategy of the enterprise's business development is a single complex, because the purpose not only determines the strategy, but the strategy also greatly affects the determination of the purpose. Thus, the achievement of certain specific goals can be achieved through certain specific strategies, but the enterprise does not always allow its potential to apply these strategies. If the potential of the enterprise does not allow creating the necessary conditions for the development of entrepreneurial activity, then not only the strategy, but also the goal should be revised.

In theory, every enterprise has goals and strategies that guide its business activities. Defines the main directions of search for market opportunities for the development of strategic-purpose complex business activities, keeps costs within the planned framework, determines the number and qualifications of employees. The goal of developing entrepreneurial activities for each employee, the strategy developed and adopted in the enterprise forces employees to align personal goals with the common goal, personal strategies with the common strategy [11].

Complex development of business development strategy should be carried out by the enterprise in the following main cases:

- a sharp change in the market situation, for example, when a strong competitor appears in the market;
- changes in the company's capabilities - restrictions as a result of restructuring, expansion of financing opportunities;
- change of owners or management;
- purchase of an existing enterprise and establishment of a new enterprise;
- achievement of goals previously set by the company (at this stage, many companies "suddenly" realize that what was planned things has been done, new instructions are needed - this is also a type of crisis).

At the same time, it is also very useful to use professional help in developing the strategy and individual aspects of the strategy in general. Using tips helps to avoid many mistakes and sometimes opens up additional possibilities.

The strategic goal of business development should be the policy of creating a modern, highly efficient and competitive business entity.

Achieving the goal in modern market conditions predetermines the need to use a strategic approach in business activities, which means that there is a close relationship between the goal and the strategy of the enterprise's business development.

Business strategy is a combination of competition and business organization methods aimed at satisfying customer satisfaction and achieving organizational goals.

The strategy development and implementation process includes five interrelated management tasks:

- forming a strategic view of the company's mission and future;
- implementation of strategic vision: development of strategic directions;
- strategy development: formalization (marking) of goals in the form of a strategic map of the organization;
- strategy implementation; implementation of strategic programs and strategic initiatives (strategic measures);

- evaluating the results and correcting the strategic vision, global goals, strategy and its implementation, taking into account the accumulated experience, changing conditions, the emergence of new ideas and opportunities.

**Conclusion.** When improving strategic management in enterprise and organizational structures, it is appropriate to focus on the following directions:

1. It is necessary to focus on improving the working skills of its employees and hire more young employees on a trial basis.
2. Diversification (production of new types of goods and services).
3. Adjusting the number of employees to the volume of work (attracting additional workforce to the enterprise).
4. To provide funds for the purchase of new equipment and technology.

Based on the research, it should be noted that the importance of creating an effective management strategy of the construction network is very important, which allows us to draw the following conclusions in the scientific research:

- the level of control, the periodicity of analyzing the profitability of services, markets, distribution channels should be shared;
- what is the total number of employees, their number should correspond to the company's business goals and business processes;
- there should be a personnel management system;
- our employees should be well-trained, well-organized and customer-oriented;
- organizational and technical tools for selling services; there must be a sales apparatus structure;
- it is necessary to control the company's sales channels. New forms and channels of sales should be used;
- there should be a methodology for determining sales standards and evaluating the achieved results;
- it is necessary to control the level of service. Is our advertising program cost-effective, should it increase demand;
- the motivation of our employees should be organized, aggressive and well motivated;
- shall use the website and e-commerce sites as components of our overall approach to marketing and sales;
- there should be feedback mechanisms to solve issues that have not been sufficiently resolved.

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