

**FORMATION OF A COMPETITIVE ENVIRONMENT IN THE PRACTICE OF
MANAGEMENT OF SMALL BUSINESS UNITS IN THE CONDITIONS OF ECONOMY
MODERNIZATION**

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Mamatkulov Bakhtiyor Xalmuradovich

Tashkent State University of Economics

Professor of the Department of "Economic Statistics",

doctor of economic sciences

Abstract: *This article presents conclusions on the formation of a competitive environment in the management practice of small business entities in the context of economic modernization.*

Key words: *Small business, competitive environment, modernization, inflation, consumer prices, favorable business environment, small enterprises and micro-enterprises*

INTRODUCTION

The market of labor resources is also considered one of the important factors directly affecting the management of small business. It is known that one of the most important socio-economic tasks of small business units is to employ a large segment of the population. In particular, it allows to ensure employment of young people, increase people's income and well-being. In addition, the management of small business entities is always in need of qualified and experienced business experts in order to operate effectively in a competitive environment.

Today, the advanced foreign experiences of small business management have not been fully applied to the main branches of the economy, it is necessary to study the unique scientific and academic methods of managing small business units, to determine the main directions of their stable management, to develop strategies for promising management in the future, and to increase the economic growth of small business units, and evaluating internal factors, researching the competitive environment in small business, identifying existing problems in the management of small business units in the regions of our republic and providing scientific solutions to solve them, solving such problems as improving the evaluation of parameters of small business units is of great importance.

MATERIAL AND METHODS

In the process of studying small business management, it is important to study its methodological aspects. Formation of management in small business (entrepreneurship), views of scientists, methods, forms and forces are collected. Among our local scientists are C.C.G'ulomov, M.R. Boltaboev, M.C. Qocimova, G'.M. Qocimov, A. Abdullaev, Q. Muftaydinov, Kh. Aybeshov, N. Kh. Jumaev, U. P. Umurzokov, A. J. Toshboev,

Sh.J.Ergashkhodzhaeva, B.K.Goyibnazarov, A.N.Camadov, Sh.Otajonov, Kh.Khamroev, Kh.D.Khojakulov and others can be mentioned theoretical views of scientists are reflected in the definitions given to management and management categories. .

RESULTS

We will consider the procedure for creating a straight-line trend equation and smoothing the series levels of data on the export and import of goods and services of small business units in the Republic of Uzbekistan (million US dollars) .

Table 1

Straight line trend of export and import of goods and services of small business units in the Republic of Uzbekistan in 2010-2023

Years	Export					Import				
	Export volume (mln. U.S.A. dollars), Y	Time is necessary - Belgium, t	z	Y	Developed degrees (million U.S.A. dollars), Y	Import volume (mln. U.S.A. dollars), (Y)	Time conditional Belgium, t	z	Y	Improved degrees, (million U.S.A. dollars)
2010	1782.8	-13	69	-23176.4	1994.6	3287.9	-13	69	-42742.7	2017.4
2011	2826.2	-11	21	-31088.2	2247.9	3895.5	-11	21	-42850.5	3092.0
2012	1910.5	-9	1	-17194.5	2501.1	4946	-9	1	-44514	4166.6
2013	3752.3	-7	9	-26266.1	2754.4	5909.4	-7	9	-41365.8	5241.2
2014	3657.8	-5	5	-18289	3007.7	6352.6	-5	5	-31763	6315.8
2015	3377.7	-3		-10133.1	3261.0	5523.1	-3		-16569.3	7390.4
2023	3	-		-	3	5	-		-	84

016	139.2	1		3139.2	514.3	676.8	1		5676.8	65.0
2	2			2	3	7			7	95
017	759.3	1		759.3	767.5	511.9	1		511.9	39.5
2	3			1	4	1			3	10
018	810.8	3		1432.4	020.8	0916.2	3		2748.6	614.1
2	4			2	4	1			7	11
019	714.8	5	5	3574	274.1	4972.2	5	5	4861	688.7
2	3			2	4	1			7	12
020	100.9	7	9	1706.3	527.4	0943.3	7	9	6603.1	763.3
2	3			3	4	1			1	13
021	335.2	9	1	0016.8	780.6	1533.5	9	1	03801.5	837.9
2	5	1		6	5	1	1		1	14
022	712.9	1	21	2841.9	033.9	5213.6	1	21	67349.6	912.5
2	7	1		9	5	1	1		2	15
023	092.1	3	69	2197.3	287.2	9349.5	3	69	51543.5	987.1
T	5			1	5	1			4	12
otal	0972.5	0	10	15241.5	0972.5	26031.5	0	10	88937.1	6031.5

Source: The data of the Statistical Agency under the President of the Republic of Uzbekistan for the years 2010-2023 were compiled by the author.

You can access the received information:

a) export for:

$$a_0 = \frac{\sum Y}{N} = 50972.5 / 14 = 3640.893 \text{ million. US dollars}$$

$$a_1 = \frac{\sum Yt}{\sum t^2} = 115241.5 / 910 = 126.639 \text{ mln. US dollars}$$

$$\text{So, } \hat{Y}_t = 3640,893 + 126,639 t \text{ (1)}$$

b) for import :

$$a_0 = \frac{\sum Y}{N} = 126031.5 / 14 = 9002.25 \text{ million US dollars}$$

$$a_1 = \frac{\sum Yt}{\sum t^2} = 488937.1 / 910 = 537.2935 \text{ million USD}$$

$$\text{So, } \hat{Y}_t = 9002.25 + 537.2935t \text{ (2).}$$

the obtained trend model (1. and 2.) are presented in paragraphs 6 and 11.

Analyzing the table given above, in 2010-2023, the export volume and improved levels of small business units in the Republic of Uzbekistan using indicators of goods and services, export and import (50972.5 million USD) and the volume of imports and improved levels of imports (126031.5 million USD) we can see that a straight line trend is connected among them. (See Table 1)

The tendency to turn off the improved levels of export indicators in 2010 - 1782.8 mln. 7092.1 million from US dollars in 2023 . to the US dollar, and the tendency to turn off the improved levels of import indicators in 2010 - 3287.9 mln. 19349.5 million from US dollars in 2018 . We can see that it has increased to USD. (Table 1)

Improvement of the future control mechanism of small business activities in the Republic of Uzbekistan - showed that a systematic, comprehensive approach is necessary for stable management of this sphere covering the socio-economic life of the country. In this way, a number of activities are being carried out to encourage and manage farms engaged in production, services, protection, preparation, breeding, construction works and display of agricultural products in the management activities of small businesses.

Table 2

Volume of agricultural products (work, services) produced by small business units (billion.com)

Indicators	Years					2023 to 2019 nice	
	2019	2020	2021	2022	2023	(+; -)	%
From Uzbekistan Republican	21 9466.9	25 3238.2	30 4452.1	34 4134.5	40 3974.4	18 4507.5	1 84.1
Karakalpakstan Republican	86 60.7	10 217.5	11 792.4	13 452.2	15 530.9	68 70.2	1 79.3
regions :							
Andijan	24 107.2	26 457.6	30 593	35 864.4	41 590.5	17 483.3	1 72.5
Bukhara	19 167.7	23 969	28 743.5	32 735.9	37 325.7	18 158 .0	1 94.7
Jizzakh	14 044.5	16 825.4	20 934.6	23 343.3	26 747.7	12 703.2	1 90.4
Kashkadarya	20 329.4	24 231.2	28 944.8	32 817.5	39 415.8	19 086.4	1 93.9
Navoi	97 60.6	11 680.5	14 903.3	15 790.9	18 909.8	91 49.2	1 93.7

	16	19	22	25	30	14	1
Namangan	424.5	065.2	267	887.5	915.6	491.1	88.2
Camarqand	28	31	38	39	47	19	1
	030.1	898.1	287	179.5	974.9	944.8	71.2
Curkhondaryo	17	19	22	26	31	13	1
	962.6	264.1	920.8	442.9	679	716.4	76.4
Cirdarya	76	83	10	11	13	57	1
	04.6	01.5	065.4	783.3	319	14.4	75.1
Tashkent	20	23	28	31	36	15	1
	657.7	042.8	205.2	173.2	297.2	639.5	75.7
Ferghana	18	21	27	32	37	19	2
	382.5	505.9	095.3	130.4	501.4	118.9	04.0
Khorezm	14	16	19	23	26	12	1
	334.8	779.4	699.8	533.5	766.9	432.1	86.7
Tashkent sh.	0	0	0	0	0	0	0

Source: Information of the Statistical Agency under the President of the Republic of Uzbekistan for the years 2019-2023 was compiled by the author.

As can be seen from the analysis of the table data, the volume of agricultural products (work, services) produced by small business units in 2023 compared to 2019 is 184507.5 billion com, 84.1 percent in the Republic of Uzbekistan, 6870.2 billion com in the Republic of Karapalgyton . to 79.3%, Andijan region to 17483.3 billion com, i.e. 72.5%, Bukhara region to 18158.0 billion com, i.e. 94.7%, Jizzakh region to 12703.2 billion com, i.e. 90.4%, Kashkadarya region 19086.4 billion com, 93.9 percent, Navoi region 9149.2 billion com, i.e. 93.7 percent, Namangan region 14491.1 billion. com, i.e. 88.2%, Camarqand region - 19944.8 billion com, i.e. 71.2%, Curkhondarya region - 13716.4 billion, 76.4%, Cirdarya region - 5714.4 billion. com, i.e. 75.1 percent, Tashkent region to 15639.5 billion com, i.e. 75.7 percent, Fergana region to 19118.9 billion com, i.e. 2.0 times, Khorezm region to 12432.1 billion com, i.e. 86, increased by 7 percent. (See Table 2)



Figure 1. The volume of production of agricultural, forestry and fishery products (services) of small business units of the Republic of Uzbekistan, in billions.com.¹⁶¹

The share of agricultural products produced by small business entities in 2019 is 219,466.9 billion com, in 2020 it is 253,238.2 billion , in 2021 it is 304,452.1 billion , in 2022 it is 344,134.5 billion . In 2023, it amounted to 403,974.4 bln.com . (See Figure 1)

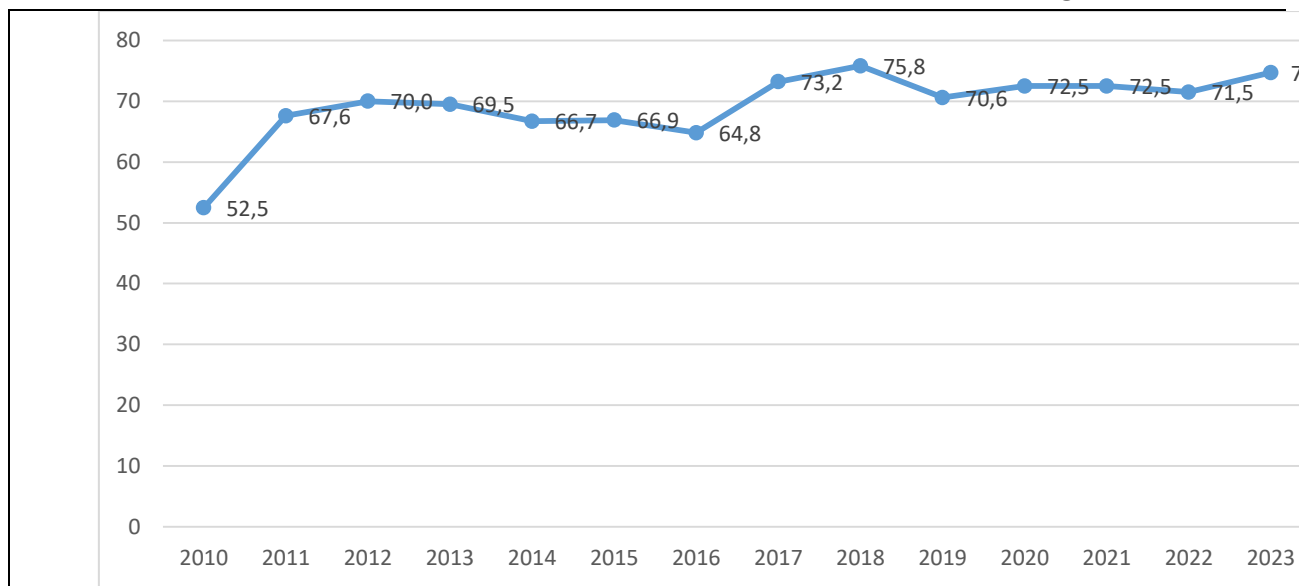


Figure 2. The share of the volume of construction works produced by small business units of the Republic of Uzbekistan (in percent)¹⁶²

According to the share of construction works produced by small business entities, Andijan region has the highest indicators and Navoi region has the lowest indicators in the territory of the Republic of Uzbekistan. In 2010, in the Republic of Uzbekistan was 52.5%, in 2023 it was 74.7%. 2 - image)

The theoretical and practical aspects of improving the practice of providing microfinance services to small business entities have been extensively studied in the scientific and economic literature. Laureate of the International Nobel Prize, prof. M.Yunuc developed the theoretical and practical principles of microfinance services and implemented them in the practice of Grameen Bank of Bangladesh. According to the scientist, high interest rates should be applied favorably to the middle class of the population, and microcredits given to the poor should be preferential. They get out of poverty with the help of microcredits, after which, banks and microfinance organizations can lend them on common terms with middle class clients.

¹⁶¹It was compiled by the author based on the data of the Statistical Agency under the President of the Republic of Uzbekistan for the years 2019-2023.

¹⁶²It was compiled by the author based on the data of the Statistical Agency under the President of the Republic of Uzbekistan for 2010-2023.

DISCUSSION

Commercial banks and credit organizations, the practice of pledging the property of private individuals as a guarantee for commercial bank loans given to individual entrepreneurs, including graduates of vocational schools is widespread.

In addition, based on the dynamics of interest rates in the money market and the money market, as well as changes in the volume of loans allocated to the economy by commercial banks, the rate of mandatory reserves is changed in necessary cases .

"Entrepreneurs' room" was established in all branches of banks to give close advice to entrepreneurs. Also, through the "Entrepreneurs' Corner" established in branches and mini-banks, information was provided about the conditions, opportunities, and new banking services offered in our republic for managing small businesses.

Under the association of Uzbek banks, a special fund was established for financing the preparation of investment project documents in the context of small business.

An important factor in this is the rapid increase in the volume of provided financial services, including loans.

In accordance with the Law of the Republic of Uzbekistan "On the Central Bank of the Republic of Uzbekistan", the work carried out to improve the system of regulation and control of the activities of credit organizations is systematic for the purpose of the activity of banks in order to protect the interests of depositors and creditors, to ensure the liquidity of the republic's banking system and its stable development. control is being carried out.

The methodology for meeting the standards and requirements for the liquidity of commercial banks is regularly improved, and their proper implementation is constantly monitored.

to further improve the mechanisms of control and regulation of the activities of commercial banks and their divisions, their capital adequacy, liquidity, quality of assets and activities of diversifier and bank management bodies are being evaluated and appropriate control measures are being considered.

The role of small business in foreign economic activity is also gradually expanding.

The volume of retail trade of small business units is made up of agricultural, textile, processed, electrotechnical production products, folk handicrafts.

A number of decrees and decisions aimed at supporting and encouraging small business management have been adopted in our country. For example, "Resolution of the President of the Republic of Uzbekistan PQ-1501 of March 11, 2011 "On additional measures to increase the volume of lending to small business units", Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 79 of March 19, 2011 "On encouraging the participation of commercial banks in the management of small businesses" Decree of the President of the Republic of Uzbekistan dated May 4, 2011 No. PF-4192-con "On additional measures to strengthen the inspection of business units and improve the system of organizing control over their activities", Decree of the President of

the Republic of Uzbekistan dated May 24, 2011 Decree of August PF-4354-con "On additional measures to create a favorable business environment for further development of small business and private entrepreneurship" ¹⁶³ was adopted.

CONCLUSION

In short, increasing the real income of the population, improving the living conditions of the population and ensuring employment through the management of small business in our country is one of the most important tasks of today. Favorable conditions for small business management are being created in our republic, and these activities are yielding positive results.

Attracting investments, modern technologies and equipment to the small business sector, as well as creating conditions for the management of market infrastructural institutions is one of the urgent issues of today.

In short, in the conditions of modernization of the economy, there will be a highly competitive environment in the practice of managing small business (entrepreneurial) entities. For this reason, they always need to constantly search for their competitors in order to lose market share. As a result of such research, it is necessary to develop the management mechanism of small business entities in accordance with the requirements of the time. As you can see, competition is one of the most important factors influencing the management of small business units.

Attracting young people to small businesses in our country, creating a business environment and management potential in them remains one of the urgent issues of today. In all regions of our country, the necessary measures to create a favorable business environment for managing small businesses with the participation of young people, and to eliminate bureaucratic obstacles that prevent them from freely operating, are being developed and widely implemented. Therefore, it is important to further improve the legislation regulating the management of small business entities. Elimination of bans and restrictions that are not needed by anyone, and gradual reduction of interference of the state and control bodies in the management activities of small business entities will be the final results of the implemented reforms.

Therefore, it serves to create favorable conditions for the management of small businesses in the future, to ensure the employment of the population and increase their incomes, and to increase the share of GDP, export and industry in the production indicators of the country.

- to determine the available opportunities for family business management in the neighborhoods and the ways of their implementation, to promote and support exemplary forms of family business organization in this area;

¹⁶³ [www . lex .](http://www.lex.uz) Internet information base

- to expand their participation in the field of external economic activity by providing clear and effective support to small business entities producing products for export in the territories of our republic;
- support the management activities of small business units in the regions of our country by the state , to provide them with a solid mechanism that can compete in the domestic and foreign markets, to consistently produce quality products and provide services.

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