

JUSTIFICATION OF THE DESIRABILITY OF TRANSITIONING FROM A TASK-BASED APPROACH TO A PROCESS-BASED APPROACH TO MANAGING BUSINESS PROCESSES OF TEXTILE ENTERPRISES

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Abstract. In the article, justification of the desirability of transitioning from a task approach to a process approach in the management of business processes of textile enterprises the issue has been studied.

Keywords. business process, management, task approach, process approach.

INTRODUCTION

Textile industry industry Uzbekistan in the economy important place occupy , industry work output , employment and export of the proceeds noticeable part of provides . Last in years this network fast modernization the process from the beginning forgave , especially since 2017 starting economy and currency the market liberalization policy to do from being increased then Uzbekistan cotton raw material export from doing ready textile industry products work to release and export to do to the stage passed , this and of industry structural in changes important to the direction This in the case market to changes similar management system shaping necessity is born . This therefore , industry in enterprises of management official from the approach progressive to the approach to pass every side by side scientific in terms of effective that it is justification current importance profession will .

LITERATURE REVIEW

Fundamental changes in the economy in the second half of the last century ensured the development of management.

Henri Fayol is considered one of the scientists who made a great contribution to the development of management theory. In the idea put forward by him, "management" is described as a sequence of processes, and "administration" is one of six activities. Thus, he justified the "task"-oriented management that had been practiced until then as a "process"-oriented management that encompasses the sequence of actions in organizing this activity [1]. Standardization of management processes creates wide opportunities for the application of a process approach in management. This about G. Emerson by work climbed proposals important

importance profession is enough By him product work to release in enterprises create pre-written " standard instructions " principle offer done [2]. In management progressive approach about weighty scientific research works V. Shukhart , E. Deming , D. Djuran . Edwards Demings by to do increased being , by them product work to release in the process mutual each other with related was fellow divisions between exists obstacles take to throw demand did in case following thoughts who said : " The majority companies official basically organization but they are mutual official impact in the environment to work need Processes hierarchical composition violates » [3,4,5]. processes management with related issues M. Porter [6], S.I. Bay [7], V. Pareto [8], P. Drucker [9], V. Repin [10], A.A. Tishchenko [11], R. Kaplan [12], N.-G. As Olve [13]. foreign and local researchers by seeing is out .

Uzbek from scientists Isaev R.A. and the conceptual bases of integrated quality management and strategic management system in textile industry enterprises and methodological aspects of its implementation were studied [14,15].

However, from a scientific point of view, the problem of business process management in textile industry enterprises is little studied and remains a priority.

RESEARCH METHODOLOGY. The methodology of scientific research is the dialectic method, and methods such as statistical, selective observation, comparison, and expert evaluation were used in the research process.

ANALYSIS AND DISCUSSION OF RESULTS

In the current conditions of fierce competition, in order to ensure the adaptability to market changes and ensure competitiveness in textile industry enterprises, there is a high opportunity to improve business process management based on the use of systemic reengineering technology in these industrial enterprises. It is advisable to transition from a functional approach to a process approach in the effective management of business processes in this industry. Because the implementation of such an approach in management, firstly, provides opportunities for identifying "pain points" in the main production business processes and developing a system for diagnosing and forecasting business processes, ensuring continuous improvement in their management, and secondly, for forming a new management system based on the use of modern technologies (digitalization, artificial intelligence) in management.

At the current stage of development, many industrial enterprises are forced to implement organizational measures such as reducing production volumes, eliminating some inefficient production links, developing new types of products, searching for new promising market

segments, and reducing the number of employees in order to not only maintain their current position, but also to remain competitive in the face of fierce competition. To implement such measures, they are using modern business process management technologies such as Six Sigma, TQM, TRM, TPS, 5S, lean technologies, and others in their practice.

Based on the research objectives, it is possible to develop and implement proposals for improving the management of the main production business processes of the textile industry, in particular, the sewing and knitting industry enterprises included in it, in the following sequence of stages: in-depth strategic analysis of all activities of the enterprise, development of a system for diagnosing and forecasting business processes of sewing and knitting enterprises, development of a development strategy for the sewing and knitting enterprise (formulation of its mission, goals, selection of the most appropriate of the development strategies), selection of the most alternative option based on the results of streamlining the enterprise's business processes and description of the selected interrelated business processes, development of a strategic process map aimed at ensuring the integration of interrelated business processes, formation of an improved business process management system and a team of performers, implementation of the developed new business process and introduction of improved systems of its management into practice at sewing and knitting enterprises development of a method for assessing the effectiveness of the business process management system and its practical application, according to the results of the assessment, its regular improvement and development of measures to increase the efficiency of the enterprise (Fig. 1).

The results of the analysis of the current production, management and financial situation of the enterprises of the sewing and knitting industry "YUSTEX", "BETLIS TEKSTIL", "FULL COTTON" limited liability companies (LLC) (carried out in Chapter 2) show that the ability of these enterprises to adapt to changes in the external environment through the effective use of existing opportunities characterizing the internal environment is not at the required level. When choosing a management system that is suitable for changes in the process of intense struggle in conditions of fierce competition, the linear-functional structure, which is the traditional form of management at these enterprises of the sewing and knitting industry, does not help management adequately respond to the economic crisis. Also, the absence of a separate "Marketing" department in the management structure of these sewing and knitting enterprises also somewhat hinders the formation of an alternative range of product production, taking into account consumer demand, in line with market changes.

Therefore, the situation in this management system makes it necessary to give priority to a process approach in the management system of sewing and knitting enterprises. However, it should be noted that improving the management system based on reengineering cannot be achieved through continuous improvement measures carried out by employees.

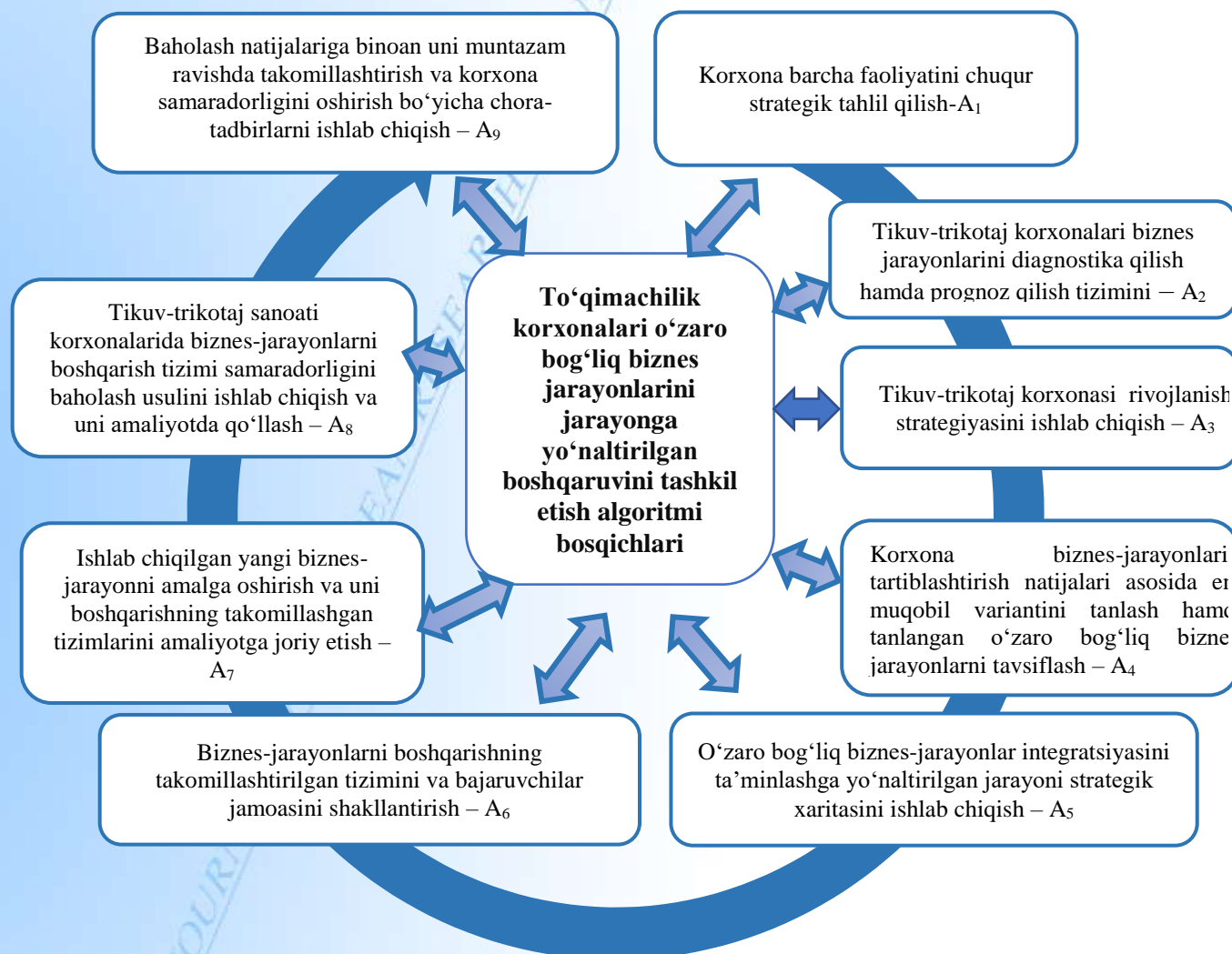


Figure 1. Stages of the algorithm for organizing process-oriented management of interconnected business processes of textile enterprises¹

such as "YUSTEX", "BETLIS TEKSTIL", "FULL COTTON" Limited Liability Company, it is considered risky to simultaneously implement radical organizational changes in the management system throughout the enterprise. Therefore, our proposal in this regard is to

¹Author development .

develop and implement "Pilot" projects to develop proposals for improving the management system of business processes in sewing and knitting enterprises and implement them in practice.

In Figure 1, we focus on a brief description of the stages of the algorithm for organizing process-oriented management of interrelated business processes of textile enterprises.

At the first stage, a deep strategic analysis of all activities of the enterprise is carried out on the basis of marketing principles, using the method of strategic analysis of the market situation of the enterprise. Based on the results of the analysis, conclusions are drawn about the internal capabilities of the enterprise and the adaptability of its use to changes in the external environment. The issues of conducting marketing research of the internal and external environments of enterprises are widely covered in scientific literature.

The second stage involves the development of a system for diagnosing and forecasting business processes of sewing and knitting enterprises. The use of the system for diagnosing and forecasting business processes of a textile enterprise that we have developed in practice will allow us to supplement the existing management accounting system at the enterprise with information that will allow us to make management decisions, including on alternative solutions. At this stage, during the process of creating the model, it is possible to identify "bottlenecks", duplication of tasks, irrational use of resources and other violations of business processes. Then the developed business process model should be tested for compliance by top managers of the textile enterprise and highly qualified management specialists.

At the third stage, the development strategy of the sewing and knitting enterprise (formation of the mission, goal, selection of the most appropriate development strategy) is developed. In the proposal we are proposing, the development of the mission of the sewing and knitting enterprise is based on the construction of a three-dimensional coordinate system. The "necessary" axis of this three-dimensional coordinate axis reflects the results of the strategic analysis of the enterprise carried out on the basis of marketing research at the first stage. The second axis of the coordinate, called "Implementation opportunities", reflects an integral assessment that includes a description of the existing internal capabilities and skills of the enterprise in satisfying market needs. The third axis of the coordinate, called "I want in the future", expresses the business philosophy (hopes, values, principles). Also, on the basis of the three-dimensional spatial structure formed by the intersecting points of these coordinate axes, a "tree of goals" is formed, which includes strategy options, the goals and tasks of its implementation, and the stages of process implementation. The issues of developing strategies of industrial enterprises are also widely covered in scientific literature.

In the fourth stage, based on the results of streamlining the enterprise's business processes in accordance with the content of the diversification concept, the most alternative option is selected and the selected interrelated business processes are characterized.

At the fifth stage, the development of the final business-process strategic map selected for the implementation of the pilot project aimed at ensuring the integration of interrelated business-processes is carried out. In the implementation of this process, based on the production, management and financial situation of the sewing and knitting enterprise, proposals are developed for the application of the balanced scorecard system (BKT) in the development of an effective management system.

In the sixth stage The team is formed in accordance with the theory of effective teams and an improved system of business process management . In our opinion, the main role in the development of an improved management system based on the reengineering of somewhat complex and new business processes and its effective application in practice is directly related to the cohesion of the team formed in the structural structure of each manufacturing enterprise, the knowledge, skills, competence and initiative of each team member. In this process, the ideas of M. Belbin, J. Lewis, J. Stewart, H. Rampersad on the use of sociometric methods will closely help in the formation of a technology for building a harmonious, initiative team. The methodology proposed by us suggests determining the boundaries of processes at the stages of the concept of viability proposed by T. Levitt in the production of products at sewing and knitting enterprises and forming teams based on the results and the tasks they perform. In this case, part of the tasks are transferred to employees of functional departments "assigned" to the team. The tools for transferring or outsourcing tasks can be "responsibility" matrices and methods for describing the flow of the final business process - the IDEFO methodology.

The seventh stage involves the implementation of newly developed business process implementation and improved management systems that meet the requirements of the value chain concept . Based on the specifics of the business processes of enterprises in the garment and knitwear industry, we considered it appropriate to improve the management of business processes of these enterprises using reengineering technology.

Conclusions and suggestions.

We offer the following suggestions to increase the efficiency of business process management by moving from a task-based approach to a process-based management approach in sewing and knitting enterprises:

development of a method for assessing the effectiveness of business process management in sewing and knitting enterprises and its successful implementation;

grouping and describing the main business processes in the production of goods in sewing and knitting enterprises;

development of an effective monitoring system of business process management efficiency in sewing and knitting enterprises;

improvement of the diagnostic organizational mechanism for continuous development of business processes of textile enterprises;

improvement of process management technology by developing a computerized system of diagnostics and forecasting of business processes in textile enterprises;

to ensure the transition of management from a task approach to a process approach based on the proposal to use diagnostics, methodological support, forecasting, evaluation of the effectiveness of the use of management resources for the continuous development of business processes of textile enterprises.

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