



Problems in the Implementation of Quality Management Systems in Small Business Enterprises

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ABSTRACT

At the current stage of economic development, there is an active introduction of the principles and methods of quality management, which ensure the improvement of the management of innovative projects and the organization as a whole.

Keywords:

Small business, strategy, development, economics, information

In order to radically increase the effectiveness of ongoing reforms, create conditions for ensuring the comprehensive and accelerated development of the state and society, the implementation of priority areas for the modernization of the country and the liberalization of all spheres of life in Uzbekistan, the President Mirziyoyev approved the "State Program for the Implementation of the Action Strategy in five priority areas of development of the Republic of Uzbekistan in 2017-2021." It is there that it is noted that further strengthening the protection of the rights and the priority role of private property, stimulating the development of small businesses and private entrepreneurship make it possible to strengthen macroeconomic stability and maintain high economic growth rates.

Under these conditions, quality management mechanisms are undergoing significant changes associated with the specifics and specific conditions of the activities of organizations. Quality is now becoming a strategy for many organizations and is seen as

the main component of the competitive advantage of an innovative product.

In the conditions of ever-increasing competition, unpredictability of environmental changes, quality management methods must acquire a dynamic, continuously evolving character, requiring constant improvement of the organizational conditions of management structures. It becomes obvious that it is extremely difficult to ensure not only the development, but even the preservation of the quality management system of an innovative product at the achieved level without structuring the processes of the quality management system and determining the conditions for their effective application in the management of innovative projects.

In modern conditions of increasing competition, turning it into a global basis for the survival and success of the organization, the basis for the stable position of the organization in the market is the timely offer of products that meet the world quality level. At the same time, the competitiveness of any organization,

regardless of size, form of ownership and other features, depends primarily on the quality of the product and the commensurability of its price with the proposed quality, i.e. on the extent to which the proposed innovative product satisfies the needs of the consumer.

These circumstances lead to a natural increase in the role of the quality system of an enterprise as a universal tool for increasing the competitiveness of a manufacturing organization, which makes it possible to achieve the goal of reducing the cost of a manufactured product with absolute satisfaction of consumer requirements, i.e. achieve a level of quality and cost that makes products competitive in the market.

The most common organizational and methodological basis for creating enterprise quality systems in the world is the international ISO 9000 series standards. Creating a quality system based on these standards allows you to move from quality management in general to quality management of certain types of products needed by the consumer. Within the framework of the quality system, the economic aspect of quality is also implemented - taking into account the relationship between the quality of the product and the results of the economic activity of the design organization through accounting for the costs of quality assurance and comparing them with the losses associated with the release of a low-quality, non-competitive product. International Organization for Standardization product quality is defined as a set of properties and characteristics, which give it the ability to satisfy conditional and implied needs. Identification of expected needs, consumer expectations related to the quality of the proposed innovative product can also be successfully carried out when implementing the marketing function in the quality system, covering all stages of the product life cycle.

Particularly relevant are the problems of creating quality systems for small national organizations seeking to enter the world market.

The task of creating an efficiently functioning quality system should be solved, first of all, at the level of a particular enterprise,

taking into account its features, determined by the field of activity, current financial condition, the existing level of implementation of the principle of consistency in quality assurance, etc.

The quality management systems that existed under a centrally planned economy no longer met the requirements of the time. There was a need to create and implement new quality management systems based on theoretical developments in this direction with their subsequent application in practice. Despite the fact that interest in quality management systems is constantly growing, the organizational and economic aspects of this issue have been developed relatively poorly, fragmentarily.

Improving the quality of the product and the competitiveness of the enterprise based on the improvement of quality management systems is a problem that requires an integrated approach, covering not only the product development process, but also its implementation and further maintenance. This allows us to conclude that it is possible to create a unified set of measures to improve the effectiveness of quality management systems and their impact on the product.

At the present stage of management, national practice is characterized by the disappearance of directive methods of management and the development of competition between producers. In this regard, the main problem of production organizations in the context of the integration of the national economy into the world system is the adaptation of the accumulated experience in the field of quality management to new conditions. To do this, first of all, it is necessary to bring the methodological foundations of quality management in line with modern requirements for product quality.

When implementing international standards, more precisely the ISO 9000 series standards, the organization must prepare the procedures and processes necessary for the implementation of the quality management system. The scope and depth of procedures should be determined by factors such as the size and type of organization, the complexity and

interrelationship of processes, the methods used, and the qualifications and training of personnel involved in the work. They should include:

a) system-wide procedures that describe the activities necessary to implement the quality management system;

b) procedures describing the sequence and internal content of the processes necessary to provide confidence in the conformity of a product or service to specified requirements;

c) instructions describing operations and process control.

At large enterprises, the creation of a quality management system is based on existing procedures, since the function of monitoring the quality of labor, technology, raw materials and finished products is separated from general production functions and is an established mechanism. However, in small enterprises, the formation of a quality management system in full requires completely different approaches. In addition to creating a package of documents, special attention should be paid to an effective quality control system, as the main lever for confirming product quality. The creation of a quality control system in small enterprises is associated with a number of problems, which include the following:

a) in small enterprises it is difficult to attract a specialist in all issues related to standards, technology, control methods, and quality assessment methods. Usually, an entrepreneur focuses on the market purely by external characteristics and satisfies the momentary demand in the market, so he does not have enough knowledge in the field of quality management;

b) lack of financial flexibility. The quality control system, as an element of the quality management system, requires certain costs for organization and operation. The entrepreneur in most cases is constrained by funds, as he is forced to keep all the funds in circulation in order to expand his activities. Lack of sufficient funds leads to disparate measures based on the principle

-fire extinguishing||;

c) insufficient technical means of control. An important place in the quality control system

is occupied by an objective measurement of product indicators, that is, in order to control quality, it must be measured. Entrepreneurs do not have technical controls, partly because they are not available (they are produced in limited quantities), partly because there is no urgent need for accurate measurement of quality.

The solution to these problems is inextricably linked with the policy of supporting small businesses. Currently, the main areas of this activity are financial, legal and informational support, which is provided unions entrepreneurs and regional chambers of commodity producers and entrepreneurs. However, these structures have not yet established consulting services for preparing for product certification and developing internal quality control systems. Therefore, conducting scientific and methodological research in this area is one of the promising areas for the development of small business for our country.

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