

## METHODOLOGICAL FOUNDATIONS OF SERVICES INDUSTRY MANAGEMENT

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### ABSTRACT

*Management in the service sector is the rational use of material and labor resources in order to achieve goals with minimal costs and maximum efficiency.*

*Management in the service sector is its own economic mechanism aimed at solving specific problems of interaction in the implementation of socio-economic, technological, socio-psychological tasks arising in the course of economic activity. The economic results of the management and economic activities of the service organization are evaluated in the service market.*

**KEYWORDS:** *Service Sector, Management Methods, Principles, Economical Stage, Economic Activity, Modern Management, Demand.*

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### INTRODUCTION

The analysis of the research of leading scientists in the field of management confirmed the insufficient elaboration of the problem of management of the service sector in Uzbekistan.

The increased relevance of service sector management is based on the following factors: the globalization of the economy; the improvement of electronic media that instantly transmit any information to all corners of the globe; educated workforce; rapid changes in technology, markets and consumer demand. The existing management paradigms are becoming obsolete and they are being replaced by new ones that meet the spirit of the times and the change of formations. In most cases, it is the manager – manager who is the most serious problem. How he treats everything that happens around him and in the external environment, how he thinks and how he behaves, determines the success of the entire organization as a whole.

The management activity of a service organization in a variety of factors of functioning and development occupies one of the most important places, since it is the service sector units and their employees who adequately respond to management decisions and that, ultimately, determines the state and development of the organization in the present and future. Production and service activities and their management superstructure are in a continuous adaptive relationship due to the changes that occur at the macro and micro levels of the development of society. This relationship goes through the inevitable overcoming of contradictions that arise on the path of scientific and technological progress.

Requirements for rational management of the economy, in conditions of scarcity of resources and the most powerful competition, are imposed on the service management system by such dominants as logic, flexibility and efficiency [1]. In market conditions, in addition to declaring the expediency of developing all the components of a market economy and direct copying of foreign experience, the following rule is advisable. On the one hand, it is necessary to take into account the realities of industrial, social and national development, as well as the mentality of society, on the other hand, to conduct practical testing of known experience taking into account the real stages of transformation of enterprises' activities. Thus, foreign experience is not a panacea, but the key to analyzing our own experience and practice, as well as the potential opportunities of the Uzbekistan economy.

At the present stage, the most characteristic of managerial thought in theoretical and practical terms, two new trends are most noticeable. Firstly, it is the internationalization of service sector management, generated by the deepening of the international division of labor, increasing competition and interdependence in the global economy, the development of transnational corporations, the creation of international information systems and other structures of integrating properties. Through the publication of a huge number of works on management, the dissemination of training programs for the management of services available to millions of managers, the generalization of managerial experience from different countries through surveys, the development of "situations", broad international contacts of scientists and practitioners, managerial wisdom is increasingly becoming the property of all who need it.

As a result, at the beginning of the twenty-first century, the entire civilized world continues to follow the path of rapid changes and transformations, which are characterized by technological and social progress, increased competition within and between countries, as well as the desire for freedom and democracy. In turn, business is looking for new methods, programs, concepts and leaders who can cope with the real pace of change. Organizational structures, methods of human resource management, motivation systems and management styles that worked in the twentieth century will not always correspond to the current conditions and trends that will develop in the twenty-first century.

Service sector management originated in the service economy as a business management of the service sector and was developed as a scientific and social force in small and medium-sized businesses. The welfare of both the state and the private sector increasingly depends on the quality of management, and therefore the management of the service sector requires further improvement. If in the pre-industrial period of society's development, the management function was not yet isolated from direct productive activity and was reduced mainly to the function of supervision and coercion to work, now the development of capitalism leads to an increasing role of production management functions, which is becoming more complicated, differentiated, and becomes an independent, specific area of activity [1].

Management in the service sector as management in a market and market economy means:

- orientation of the services of a service organization to the demand and needs of the market, consumer requests and organization of production of those types of services that are in demand and can bring the company profit;

- Constant striving to improve production efficiency, with minimal costs for production and provision of services by a service organization;
- Economic independence, which provides freedom of decision-making to those who are responsible for the final results, both of the service organization and its individual divisions;
- Constant adjustment of the goals and programs of the service organization's services depending on the state of the market, etc.

When analyzing the concept of “management in the service sector”, it is necessary to clarify some of the provisions included in its definition.

Management in the service sector is an independent type of professional activity, which implies the independence of the service sector manager from ownership, although the service sector manager may or may not own shares of the company, working for hire as a service sector manager. The service sector manager ensures the connection and unity of the entire production process, unites employees of various specialties: engineers, designers, marketers, economists, planners, accountants, psychologists, lawyers and other specialists in this field.

Management in the service sector is a type of economic activity that can be implemented in any field:

- Economic sectors: industry, trade, construction, transport, banking and insurance, tourism and hotel business and other areas;
- The company's field of activity: production, sales, finance, if it is aimed at making a profit as the final result.

The economic activity of the services of a service organization requires such a style of work, which is based on the constant search for new opportunities, the ability to attract and use resources to solve tasks, to achieve increased production efficiency.

The economic mechanism of service sector management consists of three components: in-house management, production management and personnel management.

Service sector management is the science and practice of service sector management concepts.

A person comes into contact with the management of the service sector throughout his life. You can control everything: a car, equipment, chemical reactions, a workshop, the behavior of other people. Consequently, management in the service sector is diverse and appears in various forms, which can be grouped as:

- Technical management of natural and technological processes of the services of the service organization;
- Public administration of the service sector:
- Management of the service sector through laws implemented through relevant government institutions;
- Management of service organizations through public and political institutions;
- Management of social processes of the service organization;

- Economic management of socio-economic processes of production of services by a service organization.

Analyzing what has been said, we can conclude that in general, the management of the service sector is a conscious purposeful human activity, through which he arranges and subordinates to his goals the elements of the external environment, namely society, living and inanimate nature, technology in the service sector.

Thus, in relation to economic management in a service organization, management is a professional activity aimed at the optimal formation, mobilization and setting in motion of all types of resources (intellectual, financial, material, labor, etc.) through the combined use of principles, methods, means and forms of management of the service sector, in order to solve the tasks and making a profit.

The term "management in the service sector" is applied only to the management of socio-economic processes at the level of a service organization operating in market conditions, although recently it has also been applied to non-entrepreneurial organizations. In relation to the state or public (public relay) management of the service sector, the term management in the service sector is usually not used.

When implementing any type of management of the service sphere, an object and a subject of management of the service sphere arise, generating subjects of management activity - individuals. Interaction between subjects and objects of management of the service sector at the level of individuals is realized in managerial relations with the adoption of managerial decisions. In order for such interaction to be effective, it is necessary that the subject and the management object of the service sphere correspond to each other, have independence and at the same time be interested in interaction.

The subject of service sector management is a service sector manager - a manager, administrator, a person responsible for the management or management of a division or organization. The subject and product of the work of a service sector manager is information on the basis of which a decision is born. Decision-making for a service sector manager acts as his managerial work, which is manifested, transformed and implemented in three types:

- Analysis of the economic activity of the enterprise;
- Planning, accounting, organization, coordination, motivation and control;
- Practical communication to the performer.

The essence of economic activity in management in the service sector is manifested in its functions. For the first time, management functions were formulated by one of the founders, Henri Fayol [].

Based on the provisions of the modern theory of management in the service sector, we propose to distinguish the following main functions:

- Organization and management of organizational processes of functioning and development of the service sector within its structure and management system;
- Forecasting, planning and accounting in the activities of the service organization;

- The exercise of authority in order to coordinate the work of departments and employees of the service organization and the adoption of management decisions within the authority;
- Development of a control system and development of service organization standards;
- Motivation of work and formation of motivating reasons for the effective work of employees of the service organization.

All these functions should be aimed not only at solving the internal problems of the service organization, but also at adapting to the external environment, i.e. survival and development.

To a certain extent, adaptation is a kind of integral function of all the functions of service sector management and especially the metafunctions – strategy, innovation and information in the service sector.

It should be noted that none of the listed and other management functions of the service sphere can be implemented in isolation, since it is in dialectical connection with others. The five main functions of service sector management (planning, organization, coordination, control and motivation) were listed above, which, with a simple calculation, generate ten potential relationships and which should be calculated by the service sector manager when making managerial decisions. If two sub functions are allocated in each function of a service organization, then the number of connections increases to 45, four to 190. In the actual practical activity of a service organization, the number of sub functions is much higher, and, consequently, the number of possible combinations can reach astronomical figures.

The main tasks of service sector management are the following:

- ensuring the balance of interests of the managing, managed and information systems of the service organization and the prevention and elimination of antagonistic, destructive conflicts in the team;
- Reducing the level of environmental pollution by the service organization;
- Ensuring the high quality of the services of the service organization;
- Study of the needs of the markets of consumers of services, the conjuncture of the markets of producers of services of the service organization;
- Rational provision of all types of resources in the service organization and their effective use;
- Formation of sales processes for the services produced;
- Creating a favorable attitude to the services of the service organization and the team in the external environment;
- Formation of international and regional communication links of the service organization;
- Ensuring the security of the economic and information activities of the managing, managed and information systems of the service organization;
- Creation of a process for monitoring elements of the external environment at the macro and micro levels of the service organization;
- Formation of rational management mechanisms of the service sector;

- Building reliable organizational structures for service sector management;
- Identification and use of internal reserves of the management, managed and information systems of the service organization;
- Increasing the productivity of individual and collective labor of managers and employees who produce services of a service organization.

Thus, the essence of service sector management can be considered in the following aspects:

- As part of the science of management in the service sector in different organizational and economic systems at the local level;
- As a set of activities of service sector managers, organized in the form of a service sector management structure that performs the tasks of linear and functional management of the service sector;
- As a type of professional activity that requires not only a special higher professional education, but also additional postgraduate education in the field of management.

The need to obtain the latter is due to the increasing complexity of management in the service sector, its areas of activity – technological, communication, information, marketing and other processes, the expansion of the range and quality of services provided, the diversification of market strategies, the globalization of production, supply and marketing processes, which leads to vertical and horizontal integration of service sector management, the formation of new forms of its organizational structures.

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