

PRODUCER MANAGEMENT - INNOVATIVE DEVELOPMENT OF PROJECT MANAGEMENT OF BUSINESS

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Annotation: The problems of the limitations of traditional project management of business in the conditions of competitive markets are considered. The ways of increasing the competitiveness of business are analyzed. It is shown that the method of producer management is the most effective tool for improving corporate management.

Keywords: project management, business competitiveness, producer management.

Since the end of the 50s. of the last century, the technique of evaluating and analyzing programs (projects), called the Program (Project) Evaluation and Review Technique (PERT), has firmly entered the practice of organizing the management of large commercial enterprises, which is a way of analyzing the tasks necessary to complete the project. This methodology was developed by the consulting firm Boos, Allen & Hamilton in conjunction with Lockheed Martin Corporation for the U.S. Department of Defense Special Projects Division of the U.S. Navy for the Polaris Missile System Project and is designed to simplify paper planning and scheduling of large and complex projects [1]. The method implied the presence of uncertainty, making it possible to develop a work schedule for the project without knowing the exact details and the necessary time for all its components.

In our country, work on network planning began to appear in the 60s, and these methods found application first in construction and scientific development, and later in other areas of the national economy.

The network planning and management system allows you to:

- to form a calendar plan for the implementation of a certain set of works;
- identify and use time reserves, labor, material and financial resources;

- manage the complex of works according to the principle of "leading link" with forecasting and warning of possible disruptions in the course of work;
- increase the effectiveness of management in general with a clear distribution of responsibility between managers of different levels and performers of work.

The range of application of this technique is very wide: from tasks related to the activities of individuals, to projects involving hundreds of organizations and tens of thousands of people. The network model created in accordance with it is a description of a set of works (operations, a project), which is understood as any task that requires a sufficiently large number of various actions to be performed [2].

The widespread use of this technique, called "project management", was supported by software developers, and today we have a large number of software products that allow network planning and management, among which MS Project is the undisputed leader in popularity. Thus, in the hands of managers there is a powerful and universal management tool aimed at combining heterogeneous resources to solve specific problems of creating new products in the most efficient way. Since this tool was created and actively improved during the period of the so-called "industrial" economy, this circumstance left its mark on the features of its use. Currently, project management in business is spoken about, first of all, in relation to local projects carried out within business structures, for which the most important circumstance is the competent distribution of resources between the tasks to be solved and their relatively easy replacement.

The transition to a post-industrial society is characterized by the emergence of so-called "market gaps" - a discrepancy between the proposals of suppliers and the wishes and expectations of consumers [3]. A positive gap occurs when the consumer has the opportunity to purchase a product or service with indicators that exceed his own idea of the subject of purchase, and a negative gap occurs when there is no opportunity to receive a product or service at least at the level of his own idea. The negative gap associated with insufficient market saturation is

overcome by traditional methods of organizing production, promotion and sales, while creating a positive gap that serves as a powerful lever for shaping the company's image of a market leader requires non-standard solutions.

Until recently, the creation of such positive market gaps was the prerogative of large firms with a long-term science and technology policy, such as Intel. Currently, the situation is changing, and this is due to the process that UNCTAD (United Nations Conference on Trade and Development) experts call the transition from the "Detroit" production model to the "Hollywood" one. In the "Detroit" model, the owner of fixed assets organizes the production process and provides it with easily interchangeable hired personnel that create added value. The "Hollywood" model puts at the center of activity not the process, but the product, the value of which is determined mainly by intangible assets. To create a product, a "value chain" or partner network is formed, the composition of which may vary from product to product, and the structure may be unformalized. In relation to the creation of creative works, the role of partners is very significant, and each of them receives the rights to the final product, which is associated with payment for their work through royalties. This is natural, since each partner makes a significant contribution (sometimes comparable to the share of the owner of fixed assets) to the value of the created intangible asset. With regard to the traditional "material" business, elements of the "Hollywood" model are used in the creation of private labels, when a trading organization places the production of a product according to its own technical requirements and under its own brand at the production facilities of a manufacturing partner. The full application of the "Hollywood" model involves building a partner network (broad cooperation between developers and manufacturers) and creating a full-fledged competitive product that creates a positive market gap.

Management of the "Hollywood" model, which has received the name "producing" in the creative environment, due to the limited administrative resource, is a more difficult task. In [3], production is defined as an activity aimed at organizing such business processes that most effectively use the available

resources and infrastructure to create, produce and distribute a product that has the maximum value for the consumer. However, such a “collective” provision of value should not dilute responsibility, removing it from the final supplier, who now acts as the producer - the “owner” of this end-to-end business process.

At present, the success of a business is beginning to be determined by the diversity and innovativeness of the manufacturer's proposals, outstripping demand and its formation, i.e., the creation of a positive market gap, which was mentioned above. The creation of the necessary product under these conditions, in fact, approaches the creation of some kind of “service” or “virtual product”. Moreover, such a virtual product must be manufactured and adapted to the needs of the consumer in the shortest possible time, anywhere and in various forms. To do this, it must exist in the form of an easily transformable model (most likely, a computer model), which serves as the basis for its adjustment to the requirements of a particular client.

By analogy with a “virtual product”, we can talk about the “virtual enterprise” necessary for its release, which is an organizational structure that unites heterogeneous business entities linked by contractual relations and a single computer-integrated production process. The difference from the usual system of cooperative supply, which appeared at the dawn of industrial production, when the problem of precision machining of parts and, consequently, their interchangeability, was solved, lies precisely in technological integration and the ability to quickly and flexibly modify the manufactured product in accordance with market requirements. Thus, the "virtual enterprise" has the form of a network, rigidly informationally connected organizational structure, consisting of heterogeneous components located in spatially separated places, created by selecting the required organizational and technological resources of various enterprises and integrating them using a computer network. This approach allows you to create a flexible and dynamic organizational system, the most suitable for the speedy release and prompt delivery of new products to the market.

A "virtual enterprise" is created for the implementation of a specific project, and the duration of its existence is determined both by the degree of success and duration of the project, and the prospects for the development of this project. The sustainability of the structure under consideration, especially given that the boundaries between interacting enterprises are undergoing a certain blurring and becoming in many ways more transparent, depends on the style of the corporate culture of individual enterprises and the degree of competitive market pressure.

From the point of view of management, a "virtual enterprise" is a network of freely interacting spatially separated agents. These agents implement a joint project (or a number of interrelated projects), being among themselves in partnership, cooperation, coordination, etc. Therefore, the theoretical basis for building a virtual enterprise management system can be multiagent systems (multiagent system), which have proven themselves in the field of network and mobile technologies to provide an automatic and dynamic balance of load, extensibility and self-healing ability [4].

References:

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