

Ways of development of strategic management in joint-stock companies based on the experience of foreign countries (USA)

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Annotation

This article analyzes ways to improve strategic management in joint-stock companies based on the experience of foreign countries. The article uses the experience of developed countries such as the United States, Japan, Germany, and also examines the possibilities of their application in the conditions of Uzbekistan.

Key words: strategic management, joint-stock company, foreign experience, corporate governance, innovative approaches.

Introduction

In recent years, dramatic changes in the global economic environment, increased competition, technological progress and digital transformation have set new, complex challenges for joint-stock companies. Especially for developing countries, including Uzbekistan, effective management of joint-stock companies, their development as active and sustainable participants in the economy is a strategically important task. In this process, studying the best practices of foreign countries and adapting it to national practice is of current importance. International experience shows that the effectiveness of strategic management in joint-stock companies largely depends on the company's internal management system, adaptability to the external environment, and the ability to use financial and innovative resources. For example, in the United States, the corporate governance model, formed on the basis of the principles of a market economy and free competition, is distinguished by the introduction of high-tech and analytical approaches to strategic planning. In Japan, approaches based on the principles of continuity of management, long-term strategic planning, teamwork and sustainability are considered priority. In the German experience, the effectiveness of strategic decisions is ensured by a "dualistic" management model, that is, a clear delineation of powers between the supervisory and management boards.

Joint-stock companies of Uzbekistan are also gradually striving to master modern forms of corporate governance. In particular, the economic reform program adopted in

2020-2025, the laws "On corporate governance" are aimed at protecting the interests of shareholders in Uzbekistan, ensuring transparency and increasing competitiveness. However, in practice, there are a number of systemic problems in the development of this system: the lack of a strategic approach to management, low financial stability, limited information technology, as well as the low potential of sufficiently qualified managers and independent observers. This article analyzes the ways of developing strategic management in joint-stock companies of Uzbekistan based on the experience of foreign countries, what principles and methods in this direction can be adapted to national practice. At the same time, proposals are made on what organizational, economic and technological measures are necessary to improve the effectiveness of strategic management. This approach serves not only to protect the interests of shareholders, but also to the development of enterprises as competitive entities in the domestic and foreign markets.

Main part

In today's era of globalization, the success of joint-stock companies directly depends on the quality of their strategic management. Among developed countries, the United States of America (USA) is one of the countries that has formed the most advanced systems in this area. Studying the US experience is of great importance not only for the management of large corporations, but also for small and medium-sized businesses. A technological approach to strategic management, full use of the opportunities of the market economy and the principles of open dialogue with shareholders are some of the main advantages of the American model.

In the US, the management of joint-stock companies is based on independence, transparency and efficiency. The board of directors plays an important role in determining the strategic direction of companies. This board is often formed from independent directors, that is, experienced professionals who are not tied to the interests of the company. This ensures impartiality in decision-making and protects the rights of shareholders.

In strategic planning, companies regularly focus on market analysis, competitor monitoring, financial indicators and innovation trends. This approach is implemented, especially in large corporations, with the help of artificial intelligence and digital analytics platforms. For example, companies analyze their strengths and weaknesses quarterly using SWOT analysis and develop strategies that meet market needs.

In addition, in the US, strategic management pays special attention to dialogue with shareholders. Large companies involve shareholders in the decision-making process through annual meetings, online portals and open reports. Such dialogue not only increases transparency, but also strengthens the company's social responsibility. In

particular, making strategic decisions based on ESG (Environmental, Social and Governance) indicators is one of the priority approaches of modern US companies.

Also, in the American experience, an innovative approach is one of the main factors of strategic management. For example, companies such as Google, Apple, Amazon consider innovation to be the heart of their corporate strategies. They create an environment that stimulates employee creativity, quickly test new ideas and, if successful, implement them on a large scale. Such rapid strategic decision-making stimulates companies to further growth.

The strategic management model in US joint-stock companies is a system based on modern technologies, ensuring transparency and adaptation to market requirements. Participation of independent directors, continuous monitoring and analysis, open dialogue with shareholders and strategic decisions based on innovation are the main advantages of the American experience. In the conditions of Uzbekistan, by selecting this experience and adapting it to national realities, it is possible to significantly increase the efficiency of joint-stock company management. Especially if this is carried out in combination with transparency, digitalization, strengthening the public relations mechanism, strengthening the corporate culture, then the efficiency will be much higher.

Path of adaptation: It is necessary to develop the institution of independent directors in Uzbek joint-stock companies, widely introduce digital tools in financial analysis and strategic planning.

Conclusion

Experience of foreign countries shows that the success of strategic management depends not only on planning, but also on reliable management mechanisms, modern technologies, a strong team and sustainable strategic thinking. Uzbek joint-stock companies are also taking steps along this path. However, only by choosing advanced foreign experience, adapting it to national conditions and implementing it, we will be able to increase the competitiveness of enterprises and turn them into active participants in the global market.