



THEORETICAL BASIS OF ORGANIZATION OF MANAGEMENT SYSTEM OF SOCIO-ECONOMIC DEVELOPMENT OF MUNICIPAL STRUCTURE

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Article history:	Abstract:
Received: October 11 th 2022 Accepted: November 11 th 2022 Published: December 28 th 2022	In the article, the need to develop scientific and methodological support for improving the management mechanisms of socio-economic development of municipal (local) structures, the need to develop approaches to effective state and local management, and the need to achieve the national goals of transformation were studied. The purpose of the research is to develop and substantiate theoretical, methodological and practical recommendations for improving the mechanisms of managing the socioeconomic development of local structures. Generalization and comparison, statistical, economic and mathematical modelling methods for evaluating the results were used in the work to determine the most effective approaches to assessing the management of the socio-economic development of local structures.
Keywords: institutional structure, improvement of management mechanisms, local structures, socio-economic development.	

INTRODUCTION

The year 2022 has been declared in Uzbekistan as the Year of glorifying human dignity and active neighbourhood. It is implemented within the framework of the implementation of the 2022 State Program, whose priority in public opinion is to further develop civil society, implement a fair social policy, provide social assistance to low-income families, and increase the neighbourhood's prestige among the population by expanding the opportunities and powers of the community to solve the socio-economic problems of the population, a high level of support and approval of the measures being increased is a priority. In the development of local self-governance, the decision of the President of the Republic of Uzbekistan dated August 16, 2022 "On measures to strengthen the role of the neighbourhood institution in community life and further expand its financial capacity" Decision No. PQ-147 "On organizing the activities of the Ministry of Support", Decision No. 117 of the Cabinet of Ministers of the Republic of Uzbekistan dated February 15, 2018 "On measures to ensure the more effective operation of the neighbourhood institute" played an important role [2,3, 4].

In addition to the conflicts related to the increase in the number of unfunded powers of the municipal structure and the limitation of responsibility, the construction of an effective system of management that allows for achieving high results of socio-economic development, as well as increasing the role of the population in the implementation of local self-

government, has not been achieved, although at this time the importance of the municipal structure significantly increased.

The theoretical-methodological characteristics of the management of socioeconomic development of local structures determined during the research justify the need to find new instruments and mechanisms of socioeconomic development, which can ensure the effective implementation of the proposed management system. In this case, new instruments of socio-economic development are understood as methods and means of managing municipal (local) socio-economic development, socio-economic processes and relations, which together form socio-economic mechanisms [5]. A mechanism, in turn, is an object that controls its state, in this case, it represents a component of the management system that provides influence on the factors related to the result of the activity of local structures [6]. Thus, the mechanism for managing the socio-economic development of local structures combines several instruments and ensures their complex interaction.

LITERATURE REVIVE

The research is based on the methodological and theoretical conditions developed by Russian and foreign scientists, the effective practice of applying the mechanisms of managing the socioeconomic development of local structures.

The theoretical basis of the management system of the socio-economic development of local structures



were formulated and presented in the scientific works of Trubnikov V.V., Fattakhov R.V., Fernandes E., and D.Harvey [4-7].

Different approaches to the assessment of regional socio-economic development management in world science and practice were considered in the works of Radey B., Sabin E.N., Sabin M.N., Sangadiyeva I.G., Sidorov A.A., Silich M.P., Stayes P., Tiyes N., Shagova N.Yu. [4-9].

ANALYSIS AND DISCUSSION OF RESULTS

Population change is one of the important indicators of the state and development of the socio-economic system, therefore, the indicated excess of the location contrast leads to an increase in the differentiation of the development levels of municipalities, to the increase of infrastructure and financial problems, the solution of which requires effective management of the socio-economic development of the municipal structure [10].

The complex and multifaceted nature of the category "Management of the socio-economic development of the municipal structure" predetermined the existence of various approaches to its content in theory and practice. However, before proceeding to their analysis, it is recommended to consider the concepts related to this category: municipal structure, municipal management and local self-government. It is the specificity of their understanding that directly affects the category of complex management.

So, municipal structure means "city or rural settlement, district, district, city, city with an inner-city division, urban district, or inner-city territory of state importance." This definition focuses on the territorial characteristics and legal isolation of this type of administrative entity. At the same time, there is no unambiguous interpretation of the term "municipal structure" in the economic literature, but the main attention is shifting to the systemic approach.

Attention to the interrelationship and interdependence of the structural elements of the municipal structure predetermines the need to determine the methods of their use for the purposes of this study. For example, V.V. Lukashov considers social, human, natural-climatic, social, financial and others as elements of managed subsystems of the municipal structure [7-9]. A.F. Khurmatullina also distinguishes several other structural aspects that have relevant components and signs: economic, social, territorial, regulatory, demographic, cultural and historical, agglomeration [8-11]. In the context of the implementation of strategic management, the research group led by D.S. Lvov, A.G. Granberg, and A.P. Egorshin considers the

municipal structure as five interconnected subsystems: municipal economy, production sector, social, financial and economic and management areas [9-12].

Thus, a unified approach to understanding the structural elements of the municipal structure has not been developed. Some of the researchers single out the resource components of the municipal structure, focusing on financial and human potential. Others identify entire areas within the Municipal structure, focusing on certain characteristics, all of which define the social sphere, and the remaining areas are combined according to different criteria. This, in turn, creates complexity and uncertainty in understanding the process of managing these elements.

Taking into account the above, it seems appropriate to consider the municipal structure as an independent complex socio-economic system consisting of large components - macro-subsystems. The category "macro subsystem" is widely used in strategic management in the management of an organization, and it is customary to understand a large component defined by functional and entity attributes, which has its own management process, goals and criteria, as well as the final result of the activity.

It seems appropriate to understand the municipal structure as a set of interrelated macro-subsystems in the context of the need to organize the effective management of the socio-economic development of the municipal structure, including the strategic management that involves the achievement of certain results. Each of them, in turn, consists of subsystems of the next level determined by industry (industry, education, construction) or management entity (municipal finance, communal property), and their interaction in a certain area determines their performance and management characteristics.

The difference of this systematic approach from the existing ones is the use of categories of four enlarged macro-subsystems together with the subsystems within them, in the context of the implementation of management, including strategic management, because in practice macro-subsystems predetermine the main vectors of socioeconomic development. In this case, the directions of the subsystem are quite narrow, which, on the one hand, simplifies the organization of monitoring and control, and on the other hand, covers all the necessary resource and organizational components of the municipal structure. Thus, the first characteristic of the term "Municipal structure" distinguished by the authors is that it affects the complex category "Management of the socio-economic development of the municipal structure",



Scientists and experts have also not developed uniform approaches to municipal management and local self-government. Some of them distinguish these categories, where the term management refers only to the activities of local self-governing bodies [12-14]. Representatives of the other approach consider municipal management as a component of local self-government, which is considered to be quite reasonable [11-15].

According to this approach, municipal management means the management, administrative and organizational activities of elected and other local authorities. In this, E.Yu. Maykova considers municipal management as "the practical, organizing and regulatory influence of local authorities, relying on their power of governance, on the social life of the inhabitants of the municipal structure in order to regulate, maintain or change it" [16].

According to D.S. Khairullov and L.A. Davidova, municipal management is carried out in the process of daily direct management of the economic, social, political and spiritual spheres of the municipal structure [14-17]. Accordingly, the subject of management is the local self-government authorities, and the object is the municipal structure. In this case, municipal management is aimed at meeting the social needs of the residents of the municipal structure, as well as increasing the level and quality of life of the population.

Thus, the second feature that should be taken into account when forming an understanding of the complex category, is the administrative influence of local self-government agencies, which is carried out using administrative, economic, regulatory and other measures, the main purpose of which is to increase the standard of living and the quality of life of the inhabitants of the territory.

However, the real participation of the population in local self-government depends on the created conditions, including the policies carried out by local authorities, the "maturity" of the municipal public in terms of civic activity, and the actual institutional structures, which determine the functional distribution of forms of governance in the local community. This, in turn, is reflected in the selected concept of the management of the city's socio-economic development, each of which indicates the level of participation of the population in the life of the Municipal structure.

Within the urban-janitor concept, the goal of management is to satisfy the needs of the society, which is reflected in the prioritization of spending budget and other resources to create comfortable

living conditions for residents and economic activities [16-19]. Despite the priority importance of the social component, the determination of the directions for the use of public resources is carried out by municipal authorities without taking into account the opinion of the population. Within this concept, civil society appears as a consumer of social resources, and the role of the factor is minimized, which reflects the low level of civil society development.

The active involvement of the municipal community in the management of the city is carried out within the concept of urban entrepreneurship, which is widespread in several European countries. Its essence is to use social financial and other resources for the maximum input into the commercial sphere, which ensures financial "efficiency" and "earns" additional funds to fill the local budget, allowing them to be directed to improve the life of the municipality's residents. The founder of the concept, Harvey D. The city entrepreneur is defined as "a city whose leadership is actively working to improve the economic situation of the region in the context of competition with other regional structures" [19]. Accordingly, sufficiently active interaction with the commercial sector is carried out within the framework of this concept, they form a certain part of the local community. Despite the much higher level of public participation compared to the city-janitor concept, the city-entrepreneur also does not envisage the possibility of involving all residents in the management process and controlling the distribution of social resources by them and performing self-management functions.

Thus, the implementation of this concept is possible only at the level of sufficient development and civil "maturity" of local communities, as well as in the conditions of real functioning mechanisms of public participation and control, which, on the one hand, ensure the real involvement of society and business in the process of city management, and on the other hand and - can provide mutual accountability for the decisions made, especially by municipal authorities. The approach based on the concept of "right to the city", based on the involvement of the population in the development of the municipal structure, corresponds to the most distinguishing feature of the category of local self-government and is also one of the most sought-after models of the study and analysis of urban space in the last decade.

Some researchers consider the management of the municipal structure only in the context of economic development, in which they understand "the process of development, adoption and implementation of management decisions, which includes socio-economic



policy, planning, implementation of plans and evaluation of their implementation." Regardless of the exclusion of the social component from the name, it is envisaged in the definition and reflected in the development of relevant policies. A positive sign of this emphasis is the complex nature of the process, which covers not only current but also strategic activities.

However, in none of the considered definitions, neither the separate structural component of the category of municipal structure nor the participation of the population in the management process is adequately represented. Local self-governing agencies to achieve a certain level of development of the macro-systems of the municipal structure (social, economic, municipal economy, management), which are interconnected as the management of the socio-economic development of the municipal structure to reflect all the above-mentioned features and fulfil the tasks of this research, in order to meet the needs of local communities, as well as to improve the living standards and quality of the residents of the area, provided with appropriate conditions and mechanisms, developed in the process of effective cooperation of the structures of society and businesses, development of management decisions, It will be necessary to understand the adoption and implementation process. This approach, unlike the previous ones, takes into account the peculiarities of the interaction of certain macro-systems of the municipal structure and the need for real involvement of local stakeholders in the management process, which gives the whole process a complex and generalized character.

Following the indicated feature from the position of the systemic approach, the management of the socio-economic development of the municipal structure is understood as a complex socio-economic system consisting of a complex of elements and relations (with the internal and external environment), combined with common goals and processes.

In such an approach, as a subject in a broad sense, the whole local community, including residents, businesses, and local self-government agencies, which participate in the process both directly and indirectly, comes into play. In turn, an object, a municipal structure is a sum of macro-systems.

The input components of the management model of the socio-economic development of the municipal structure are determined from the system point of view by the following categories:

a) Objectives. The main goal is to satisfy public interests and the needs of the residents of the municipal structure, as well as to create favourable conditions for the life of all entities located in the

municipality. In this case, the difference between the municipal level of partial management and the state management (except for the subject of management) emerges.

b) Resources. Material, financial, labour, natural and other resources to achieve the goals of socio-economic development of the municipal structure.

Characteristics of municipal structure resources:

1) they are limited to the legal field of state legislation (primarily related to natural resources);

2) in addition to owning resources, there are additional resources allocated by the state (for example, subsidies).

c) Potential. Basic opportunities for the development of the municipal structure (useful ones are transferred to resources, and useless ones are turned into users under the influence of management).

g) Restrictions. Development conditions are determined by:

1) With regulatory and legal restrictions for the development of the municipal structure (the presence of special protected zones in the territory, etc.);

2) With the entry of the municipal structure into the subregional zone or the regional program.

The output (final result) components of the model of the management system of the socio-economic development of the municipal structure can be described by the following concepts:

a) results of socioeconomic development of the Municipal structure for a certain period, including long-term;

b) Achieving plan indicators in accordance with municipal structure development programs;

c) the results of the assessment of the effectiveness of the local self-government agencies of a specific municipal structure.

As mentioned above, as a complex socio-economic system, the municipal structure, apart from the structural components in the form of separate macro-subsystems, has its own form and content, which is important to take into account when organizing its management. The form means the structure of the municipal structure, and the content means the essence of the processes in the object of management. And as a complex socio-economic system, the Municipal structure is characterized by the structure and processes of operation and development.

Considering the procedural component of the management process of the management system of the municipal structure's socio-economic development, it should be noted that this state is understood as the



sum of the state of the Municipal structure system. In this case, the state of the municipal structure system is the diversity of indicators of the characteristics of the municipal structure, its functional macro-systems (social, economic, municipal economy, management) and management subjects at a certain time.

The process of managing the socio-economic development of the municipal structure includes two dynamic sub-processes: current and strategic management. Current management ensures the functioning of the entire system and determines the state of the municipal structure at a certain time, while strategic management envisages development and envisages the change of the object in a time - period. Accordingly, performance and development, representing the content of current and strategic management processes, are interrelated. It is impossible to develop without ensuring the current activity because this is the basis for the qualitative and quantitative change of the system. In this case, the system cannot achieve its goals just by ensuring its functioning. Including

The proposed composition of elements differs from the existing ones in that they are divided into two important groups: resourceful, which includes the provision of resources in the broad sense of the management process, and strategic, which combines processes aimed at ensuring the stages of strategizing. In this case, the cooperation of management entities as the main organizational resource in the resource group of managing the socio-economic development of the municipal structure plays an important role, which is not taken into account in the approaches of other researchers. It is this structural element that ensures the involvement of residents and business structures in management processes and corresponds to the concept of "right to the city". A characteristic feature of a strategic group of elements is their mutually supporting and interdependent character,

CONCLUSION

Thus, the practical implementation of the specified elements by means of appropriate mechanisms and instruments has a direct impact on the quality of management of the socio-economic development of the municipal structure.

Summing up the analysis of the theoretical and methodological foundations of the management system of the socio-economic development of the municipal structure, it is possible to highlight the following features:

- Interrelationship and interdependence of macro-subsystems of the municipal structure (social, economic, municipal economy, management);
- the administrative influence of local self-government bodies, whose main purpose is to increase the standard of living and quality of life of the local population;
- ensuring the participation of the public and business structures in making management decisions at the municipal level;
- the high social importance of the decisions being made and the presence of direct and rapid feedback;
- The need to ensure effective practical use of the model and elements of the management system of the municipal structure's socio-economic development, taking into account their features and peculiarities;
- Orientation to the concept of "ownership of the city".

Determining the relationships between the concepts of "municipal structure", "municipal management" and "local self-government" and clarifying the classification apparatus made it possible to comprehensively reveal the essence and content of managing the socio-economic development of the municipal structure.

The proposed model of the system, the description of its features and the determination of its elemental composition allow distinguishing management mechanisms and instruments, as well as directions for their improvement. allows for improving the quality of life.

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