
IMPROVING DECISION MAKINGTalipova N.T.¹Makhmutkhodjaeva L.S.²

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In the article, the authors analyze matrix models when strategic decisions making in the economy. The main factors, opportunities and problems in applying matrix models are considered and analyzed.

Keywords: matrix models, management, management strategy, factors, methods of influence

Introduction

In industrial sphere problems of development of the proved strategy in relation to paid products and services will be actualized. For the decision of this class of problems - so-called models widely approved in foreign practice portfolio analysis which it is especially successful, apply in conditions mass and a batch production.

Generally speaking, this class to become especially perspective, for the enterprises which leave in Internet with the offer of production and services - cardinally expands its market space and makes tempting a problem of a conclusion to the market of such new products and services which would have the mass consumer.

This circumstance defines interest to possible appendices of models of classical management and the marketing, successfully used by the western industrial firms, for development of the proved strategic decisions both concerning information bodies as a whole, and concerning separate information products or categories of consumers of information services [1-4].

Now besides traditionally represented services of information search in a databank multiplying, educational, it is possible to observe and services which were unusual for the enterprises, such as intermediary, consulting, advertising, telecommunication earlier, rent, polygraphic, expert, search, hire, trading, help, intermediary, restoration, a photo, cinema, video of service etc.

However in many cases the set of the services making a so-called portfolio, is formed in many cases spontaneously while the market economy directly touching the enterprises, demands from them development of the proved market strategy with reference to each of units of a portfolio of paid services.

Modeling in economics

The idea of classical models portfolio the analysis will consist in positioning each of kinds in some coordinate space and the differentiated choice of strategy with reference to each of kinds of production depending on its coordinates. For presentation

of results matrix representation of coordinate spaces is used. Portfolio analysis is directed on:

- 1) Reception of the maximal profit during the most long time;
- 2) Financial sustainability by avoiding sharp disruptions in production and marketing policies;
- 3) Duly replacement of one product and services by others, more perfect and viable;
- 4) Rational distribution of financial streams with precise understanding of what products are donors, what investment receivers are, and what for reasons.

In the organizational plan portfolio analysis is based on the concept strategic business - units, independently managing units [5,6].

This concept is for the implementation of a set of organizational measures related to the transition from a linear-functional management scheme to divisional work using appropriate devices. A dedicated business unit (BU) should work directly on the market, and not serve other divisions, its customers and competitors, and management should control the factors that ensure successful operation in the market.

One of the most common portfolio analysis models is the Boston Consulting Group matrix, also called the growth-market share matrix. The parameters of the relative market share and the growth rate of the sectorial market are taken as a coordinate here (Fig. 1).

Figure 1. High Low

<p>"Stars" To invest with the purpose of increase in a share of the market</p>	<p>« Difficult children » To increase a share of the market or no-invest</p>
<p>To invest only for maintenance of a share of the market to put means in other directions «Investments »</p>	<p>To no-invest and liquidate business "Refusal"</p>

Positioning the full range of information products and services of companies on the BCG matrix allows you to formulate the main strategy that the BU should hold out. Having serious theoretical base method BCG is simple and evident.[7] From practical point of view BCG allows to receive simple and evident representation about a place and comparative force of every BU in coordinative portfolio, to analyses dynamics of development and to formulate perspective strategy for every BU, also to make the proved decisions on the redistributed financial streams between various BU with the purpose of realization the chosen strategy.

On fig. 1 area of circles reflects a share in total proceeds from realization of a product, and allocated sectors - a share of the market in comparison with the nearest competitor.

The matrix the Poppy - Kinsey offered by company General Electric and firm McKinney, called " appeal a branch - position in a competition " has three graces 3x3 (fig. 2).

Figure 2.

Aggressive growth To invest or hold positions "Stars"	To invest, re-invest profit	Selective growth To invest, re-invest, leave. " question signs "
Re-invest profit or to take the maximal profit	Take maximum benefit or leave	To remain or leave slowly
Low activity To take the maximum benefit or leave " double investments "	Slowly leave	No-invest leave quickly (slowly) or remain "Refusal"

Here long-term appeal of branch is considered as the integrated characteristic, determined proceeding from an estimation of the certain set of factors. Thus in various situations various factors can be involved, including:

- The capacity of the market and its prospective growth;
- Technological condition;
- Availability of the market;
- Profitableness of branch;
- Degree of an acuteness{a witticism} of a competition;
- Duration of life cycle (LC);
- Seasonal and cyclic fluctuations;
- Degree of dependence on a social and political situation, state regulation, etc.
- The estimation of a concrete position also occurs from values of some set of

corresponding factors:

- Relative share of the market in relation to the leader;
- Relative level of expenses in comparison with the direct competitor;
- Degree of development of technology;
- Level of management and level of profitableness concerning competitors;
- Opportunity to compete under the prices and quality;
- Image, degree of popularity of production, etc.

Estimations of appeal and competitive position are made for each of kinds of production then the matrix Poppy Kinsey is under construction. Model BCG and Poppy - Kinsey are guided by short-term prospect. That it is better to identify the kinds of business which are taking place on rise, and to take into account long-term prospect (forecast), involve the models using the concept of life cycle (LC).

The model the Poppy - Kinsey, despite of the complexity, has received the big distribution. The set of variations of the given model connected both with increase of number of considered factors, and with expansion of set of strategic decisions is known.

The model "ADL/LC" (Arthur D., Little Life Cycle) is one of the most widespread models using concept LC (life cycle) business - units (BU) or branches. Here it is supposed, that any business consistently passes stages of a birth, development, a maturity and recession in the existence.

The analysis of a position of concrete business is carried out in coordinate axes «a LC stage of a product - relative position in the market (a competitive position of business)».

According to model, relative position of business in the market can be the leader, strong, appreciable, strong, and weak. Procedure of a choice of strategic decisions on a matrix (4x5) will consist of three steps.

On 1-st step strategy preliminary and in the general form is defined according to what cell of a matrix is occupied with the given concrete business.

On 2-nd step positioning business inside the given cell of a matrix is taken into account.

Depending on a position the choice of lines of the further movement of business and a concrete definition of strategy though formulations of strategy here too have still the general character here is carried out. For each of cells of a matrix there are possible strategic routes by natural development and a line of selective development (fig. 3) and, according to a choice, the set of the specified strategy.

Therefore on 3-rd step the choice of the specified strategy corresponding to the chosen way of development of business is carried out.

Here for each of possible situations the concrete set of combinations from 24 specified strategies is offered, and the last are formed in terms of economic operations.

The strengths describing relative position of business in the market, can define also variables, as: a degree of patent security; production efficiency; a degree of vertical integration; the attitude of management to probable risks, etc.

The received integrated estimations basing use of weight factors and the expert data, can be dictated by a concrete situation.

Within the framework of model carrying out not only the static analysis, and also forecasting, both in short-term, and in long-term prospect is possible.

The advantages and the lacks are inherent in each of the considered models. Therefore at a choice of strategy it is recommended to not be limited to one model, and to try to construct all three matrixes, that the portfolio from various positions, on the one hand, allows to consider, and with another - will help to reveal the errors admitted at construction of models.

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