

THE ROLE OF MANAGER AS THE KEY FACTOR OF SUCCESS AT SMALL BUSINESS COMPANIES

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***Abstract.** This thesis is aimed to analyse the phenomenon of manager at small business enterprise. It describes essential characteristics of the small business company's manager as well as its main duties and roles within the company.*

***Keywords.** Manager of small business company, roles, monitoring, coordinating,*

Managers play a critical role in small businesses by overseeing and managing the day-to-day operations of the organization. Their specific responsibilities may vary depending on the size and structure of the business, but some common roles and duties of managers at small businesses include:

1. Planning and setting goals: Managers are responsible for setting business objectives, developing strategies to achieve them, and creating action plans to guide employees in accomplishing those goals.

2. Organizing and coordinating: Managers must organize resources, assign tasks, and coordinate workflow to ensure that operations run smoothly and efficiently.

3. Decision-making: Managers make important decisions that impact the business, such as budget allocation, hiring, and strategic direction.

4. Monitoring and evaluating: Managers continuously monitor the performance of employees and the overall business, and evaluate progress towards goals to make any necessary adjustments.

5. Leadership and team management: Managers provide leadership and guidance to employees, motivating them to achieve their goals and fostering a positive work environment.

6. Communication: Managers are responsible for maintaining effective communication within the organization, ensuring that employees are informed about important changes, updates, and goals.

7. Problem-solving: Managers are often tasked with finding solutions to challenges and obstacles that arise in the course of business operations.

8. Overall, managers at small businesses play a crucial role in ensuring the success and growth of the organization by effectively leading and managing their teams.

According to Bohman and Boter the manager of a micro business often receives a more dominant role and thereby s/he becomes the utmost responsible, than managers for larger firms do. Most micro firms are solely owned and it is often the owner who influence which direction the company will take. The manager's own perception of the environment the company works in, the company's relation towards it, and strategies for the future will have a large influence on the organization. [1].

In large organizations, the responsibility of managers are highly specialized. Paolillo (1984) mean that the manager is responsible for the overall performance of one aspect of the organization, such as manufacturing, marketing, sales, purchasing, finance, or personnel. In the micro firms, on the other hand, it is the manager often responsible for all those activities.

Usually the manager works as both an administrator as well as a practitioner. Paolillo (1984) also found that the manager of micro firms spends more time on activities concerning its external environment, as having meetings with its customers, searching for financiers, constantly seeking for new opportunities and planning for improvements in how the company is performing its tasks. [2].

According to Burns (2001), the smaller the firm, the more the manager needs

to be an all-rounder. If the manager do not possess certain expertise it is important that s/he receives it from elsewhere. [3].

Features of management in small businesses are determined primarily by the informal exercise of power. The relationship between manager and subordinates is quite spontaneous and open character. Practice has developed certain requirements for the personality of a small business manager:

1. The manager is always visible; his authority depends on his professional and personal qualities.

2. The manager must have great flexibility in his work, be able to anticipate events and adapt the company's activities to changing conditions.

3. The manager must have the ability to form and develop effective work groups.

4. A manager should perceive his subordinates as a group, not as individuals, and communicate with them as a group.

5. The manager's task is not to formalize relationships in the team, but to take them into account in his work and maintain an atmosphere of creative interaction.

6. A manager must have a high ability to influence others.

7. A manager must be able to train and develop subordinates.

8. The manager is responsible for the results of work and the atmosphere in the team.

The listed requirements characterize a competent, professional a manager who knows the features of team management in a small business and takes them into account in his work.

An important factor for the development of a small enterprise is how the manager performs his functions, i.e. not what he does, but how he does it. In other words,

It is very important to choose the right management style in a small business. There are usually three main management styles: authoritarian, democratic, liberal. However, in practice, each manager has his own management style, one way or another combining elements of all three styles [4].

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