



BIZNES BOSHQARUVI, MENEJMENT VA BOSHQARUV: ULAR SINONIMLARMIMI?

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Annotatsiya. *Biznes boshqaruvi, menejment va boshqaruv biznes sohasidagi o'zaro bog'liq tushunchalar bo'lsada o'ziga xosliklariga ham ega. Ushbu maqolada biz biznes boshqaruvi, menejment va boshqaruvning farqlarini o'rganamiz, ularning o'ziga xos xususiyatlari va o'zaro bog'liqligini tadqiq qilamiz. Biz har bir kontseptsiyaning ta'riflarini yoritish orqali, ularning tashkilotlardagi rollarini aniqlaymiz va ular tashkilotning mukammalligiga qanday hissa qo'shayotganiga oydinlik kiritamiz.*

Ushbu maqola davomida biz ushbu tushunchalarning o'zaro bog'liqligini tadqiq qilamiz. Biznes boshqaruvi, menejment va boshqaruv alohida rollarga ega bo'lsa-da, ular yaxshi ishlaydigan tashkilotni yaratish uchun bir-biriga tayanadi. Boshqaruv tamoyillarining samarali amalga oshirilishi menejment amaliyotini qo'llab-quvvatlaydi, bu esa o'z navbatida biznesni muvaffaqiyatli boshqarishga yordam beradi.

Kalit so'zlar: *biznes boshqaruvi, menejment, boshqaruv, rejalashtirish, tashkil etish, muvofiqlashtirish, qarorlar qabul qilish, javobgarlik, yyetakchilik.*

БИЗНЕС-АДМИНИСТРАЦИЯ, МЕНЕДЖМЕНТ И УПРАВЛЕНИЕ: СИНОНИМЫ?

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Абстракт. *Бизнес администрирование, менеджмент и управление являются родственными понятиями в области бизнеса, но не являются синонимами. В этой статье мы рассмотрим нюансы бизнес администрирования, менеджмента и управления, подчеркнув их уникальные характеристики и взаимосвязи. Мы углубимся в определения каждой концепции, рассмотрим их роль в организациях и прольем свет на то, как они способствуют организационному совершенству.*

На протяжении всей статьи мы будем подчеркивать взаимосвязь этих понятий. Хотя бизнес администрирование, менеджмент и управление имеют разные роли, они полагаются друг на друга, чтобы создать хорошо функционирующую организацию. Эффективное внедрение принципов управления поддерживает практику менеджмента, которая, в свою очередь, способствует успешному бизнес администрированию.

Ключевые слова: *бизнес-администрирование, менеджмент, управление, операции, планирование, организация, координация, принятие решений, подотчетность, лидерство.*

BUSINESS ADMINISTRATION, MANAGEMENT AND GOVERNANCE: ARE THEY SYNONYMS?

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Abstract. *Business administration, Management, and Governance are related concepts in the field of business but are not synonymous. In this article, we will explore the nuances of business administration, management, and governance, highlighting their unique characteristics and interrelationships. We will delve into the definitions of each concept, examine their roles within organizations, and shed light on how they contribute to organizational excellence.*

Throughout this article, we will emphasize the interconnectedness of these concepts. While business administration, management, and governance have distinct roles, they rely on each other to create a well-functioning organization. The effective implementation of governance principles supports management practices, which in turn contribute to successful business administration.

Keywords: *business administration, management, governance, operations, planning, organizing, coordinating, decision-making, accountability, leadership.*

Introduction. Business administration, management, and governance are terms often used in the context of organizational leadership and decision-making. While these terms are related, but they are diverse. Each concept carries its own distinct meaning and plays a crucial role in the effective functioning of businesses. Understanding the differences and connections between business administration, management, and governance is essential for individuals aspiring to lead organizations and achieve long-term success.

Business administration refers to the overall management and coordination of business operations to achieve organizational objectives. It encompasses various functions, including planning, organizing, staffing, directing, and controlling resources within an organization. Business administrators are responsible for ensuring the efficient use of resources, the implementation of policies and procedures, and the coordination of different departments or functions to achieve organizational goals.

While, Management involves overseeing individuals, teams, and resources to accomplish organizational objectives. It is the process of planning, organizing, leading, and controlling activities within an organization. Managers are responsible for setting goals, making decisions, allocating resources, and guiding employees to achieve desired outcomes. They play a crucial role in coordinating efforts, motivating employees, resolving conflicts, and ensuring the efficient functioning of departments or teams.

And Governance focuses on the strategic decision-making, accountability, and ethical conduct within an organization. It involves establishing policies, frameworks, and structures that guide the organization's activities. Governance ensures that the organization operates in the best interest of stakeholders and complies with legal and regulatory requirements. It includes the oversight of management, risk management, and establishing mechanisms for transparency, accountability, and ethical behavior.

While there are connections between these concepts, they have distinct roles:

- business administration encompasses the broader management of business operations, including planning, organizing, and coordinating resources.

- management specifically refers to the process of overseeing and directing the activities of individuals and teams to achieve organizational goals. It focuses on tasks such as planning, organizing, leading, and controlling.

- governance is concerned with the strategic decision-making, accountability, and ethical conduct within an organization. It provides the framework and oversight for management and ensures compliance with regulations and best practices.

Business administration, management, and governance are related but not synonymous terms. Business administration encompasses overall business management, while management focuses on overseeing activities and achieving goals. Governance, on the other hand, emphasizes strategic decision-making and accountability within an organization. Understanding the distinctions and connections between these concepts is essential for effective business leadership and organizational success.

Methodology. The methodology used in this article involves a comprehensive literature review and analysis of relevant sources. The aim is to gather information and insights from reputable academic and professional publications, as well as industry reports and case studies.

A thorough review of scholarly articles, books, and research papers related to business administration, management, and governance was conducted. This included publications from various fields such as business management, organizational behavior, leadership, and corporate governance. The literature review helped establish a foundation of knowledge on the subject and identify key concepts, definitions, and theoretical frameworks.

Reputable sources were selected based on their authority, relevance, and credibility. Emphasis was placed on peer-reviewed academic journals, books authored by subject matter experts, and reports from reputable organizations and institutions in the business and management field. Sources with differing perspectives were included to provide a comprehensive analysis of the topic.

Based on the synthesized findings, a logical and coherent structure was developed for the article. The introduction, main sections, and conclusion were organized to present a clear and comprehensive argument regarding the question of whether business administration, management, and governance are synonymous. The writing aimed to provide a balanced perspective and present the information in an accessible manner for a wide range of readers.

Literature review. Here are a few notable scholars and their contributions to the understanding of the relationship between business administration, management, and governance:

Peter Drucker is a renowned management scholar who emphasized the distinction between management and governance. In his work, he argued that management is concerned with getting things done efficiently and effectively, while governance focuses on ensuring that the right things are done. Drucker highlighted the importance of effective management practices in achieving organizational objectives and the role of governance in providing oversight and setting strategic direction.

Henry Mintzberg is a prominent management theorist who highlighted the multifaceted nature of management. He argued that management involves a combination of interpersonal, informational, and decisional roles. According to Mintzberg, management encompasses activities such as planning, organizing, leading, and controlling, which are distinct from governance. He emphasized that governance involves the establishment of policies, structures, and processes to guide management activities.

Michael C. Jensen, an influential scholar in the field of corporate governance, focused on the relationship between governance and management. He argued that governance mechanisms, such as boards of directors and executive compensation systems, play a crucial role in aligning the interests of managers with those of shareholders. Jensen emphasized the importance of effective governance in mitigating agency problems and ensuring managerial accountability.

Jay W. Lorsch is a scholar known for his work on corporate governance and the role of boards of directors. Lorsch highlighted the distinction between management and governance, emphasizing that management is responsible for day-to-day operational decisions, while governance involves strategic decision-making and monitoring of management's actions. He stressed the importance of board independence, diversity, and expertise in effective governance.

Robert C. Tricker is a well-known author in the field of corporate governance. His work emphasizes the separation of ownership and control in modern corporations and the need for effective governance mechanisms to align the interests of shareholders and managers. Tricker highlights that governance provides the framework within which management operates and ensures transparency, accountability, and ethical conduct.

These scholars have contributed significantly to the understanding of the distinctions and interrelationships between business administration, management, and governance. Their work

provides valuable insights into the roles, responsibilities, and dynamics of these concepts in organizational contexts.

It is important to note that there are numerous other scholars and perspectives on this topic, and the field of business administration, management, and governance is continuously evolving. Consulting additional scholarly literature and research would provide a more comprehensive understanding of the current discourse on the subject.

Analysis. Business Administration, Management, and Governance are related but distinct concepts that play crucial roles in organizational success and effectiveness.

Let's first analyze root and its meaning. *Administration* here we have *administer* and *administrate* mean "to control the operation of something", *Management* – *to manage* mean "to be capable of something", and *Governance* – *to govern* mean "to own something". So there is no doubt that meaning carried in the root of each word has an effect on the functional explanation. Below we will explore brief analysis of each:

Business administration refers to the overall management and coordination of business operations. It encompasses various functions such as strategic planning, resource allocation, decision-making, and ensuring the efficient functioning of different departments within an organization. Business administrators are responsible for setting goals, formulating policies, implementing processes, and monitoring performance to achieve desired outcomes. While business administration includes management activities, it also extends to broader aspects such as organizational structure, systems, and processes.

Management involves the coordination and direction of people and resources to achieve organizational goals. It encompasses activities such as planning, organizing, leading, and controlling. Managers are responsible for setting objectives, making decisions, allocating resources, and guiding employees to accomplish tasks and meet targets. Effective management involves skills such as communication, decision-making, problem-solving, and leadership. While management is a component of business administration, it focuses more specifically on the day-to-day operational aspects of running a business and overseeing individuals and teams.

Governance refers to the system of rules, practices, and processes through which an organization is directed, controlled, and regulated. It provides the framework within which management operates and ensures accountability,

transparency, and ethical behavior. Governance mechanisms typically include the establishment of a board of directors, the formulation of governance policies and codes of conduct, and the oversight of management's actions. Corporate governance, in particular, focuses on the relationship between shareholders, management, and other stakeholders, aiming to protect shareholder interests and ensure responsible decision-making.

While the specific question of whether Business Administration, Management, and Governance are synonymous may not have been extensively explored in the literature, there is a wealth of research on each of these areas individually. Scholars have provided insights into their definitions, roles, and interrelationships.

- Business administration and management are often used interchangeably, but they can have nuanced differences. Business administration tends to focus on the broader organizational aspects, while management is more specific to coordinating people and resources.

- Governance is distinct from both business administration and management. It deals with establishing oversight mechanisms, ensuring compliance, and providing strategic direction.

- Effective governance is essential for organizations to operate ethically, maintain transparency, and align the interests of different stakeholders.

- The roles of managers and administrators differ, with managers focusing on operational aspects and administrators dealing with broader organizational functions.

- The relationship between management and governance involves managers implementing the strategic direction set by the governance structure.

Let's explore the nuances of Business Administration, Management, and Governance, highlighting their unique characteristics and interrelationships:

Business Administration encompasses a wide range of activities related to managing and organizing the operations of a business or organization. It focuses on strategic planning, policy formulation, resource allocation, and overall organizational functioning. Business Administration includes areas such as financial management, marketing, operations management, human resources, and strategic decision-making. Business Administration ensures the efficient allocation of resources, guides the organization towards its goals, and aligns it with the external environ-

ment. Business Administration provides the foundation and context within which Management operates.

Management deals specifically with the coordination and direction of people and resources within an organization. It focuses on planning, organizing, leading, and controlling to achieve organizational objectives. Management involves tasks such as decision-making, goal-setting, team management, communication, and performance monitoring. Management ensures the effective execution of plans, the coordination of activities, and the achievement of desired outcomes. Management operates within the framework provided by Business Administration and is accountable to the governance structure.

Governance refers to the system of rules, practices, and processes that provide the framework for decision-making, accountability, and control within an organization. It focuses on ensuring transparency, ethical behavior, compliance with laws and regulations, and safeguarding the interests of stakeholders. Governance includes establishing a board of directors, setting up policies and procedures, risk management, and monitoring organizational performance. Governance ensures that the organization operates in the best interests of stakeholders and upholds principles of integrity, responsibility, and accountability. Governance sets the overall direction, oversight, and ethical framework within which Business Administration and Management operate.

Understanding the nuances and interrelationships between Business Administration, Management, and Governance is crucial for effective organizational functioning and successful leadership. It helps in striking a balance between strategic decision-making, efficient resource utilization, and responsible governance practices.

Furthermore, Business Administration encompasses a wide range of activities involved in managing and organizing the operations of a business or organization. It includes functions such as strategic planning, financial management, marketing, human resources, operations management, and more. Business administrators are responsible for ensuring the efficient and effective functioning of these various areas to achieve organizational goals. Business Administration involves setting objectives, formulating policies and procedures, allocating resources, and monitoring performance. It also includes tasks such as budgeting, forecasting, risk management, and decision-making. Business administrators play a crucial role in coordinating different departments

and functions, ensuring smooth operations, and driving the overall success of the organization.

Management focuses on the coordination and direction of people and resources within an organization to achieve desired objectives. It involves planning, organizing, leading, and controlling activities to ensure efficient utilization of resources and successful execution of tasks. Managers are responsible for setting goals, making decisions, motivating employees, and guiding them towards accomplishing their assigned roles and responsibilities. The field of management encompasses various theories, models, and frameworks that provide insights into effective leadership, communication, team building, problem-solving, and decision-making. It also addresses topics such as organizational behavior, change management, and performance evaluation. Managers play a critical role in driving innovation, maintaining employee morale, and ensuring the overall success of the organization.

Governance refers to the system, processes, and structures through which organizations are directed, controlled, and regulated. It involves the establishment of frameworks and mechanisms that ensure transparency, accountability, and ethical behavior in decision-making and actions. Governance typically includes the roles and responsibilities of the board of directors, executive leadership, and other stakeholders. Corporate governance, specifically, focuses on the governance of corporations and the relationship between shareholders, management, and other stakeholders. It aims to protect the interests of shareholders, ensure responsible management, and maintain the long-term sustainability of the organization. Corporate governance frameworks often include principles, codes of conduct, and guidelines that define the roles and responsibilities of different stakeholders, including the board of directors, executive management, and shareholders.

Let's bring an example to illustrate the differences between Business Administration, Management, and Governance. Let's consider a manufacturing company. In the context of Business Administration, activities may include:

- Developing the company's strategic plan, setting objectives, and determining long-term goals.
- Allocating financial resources to different departments and projects.
- Designing marketing strategies to promote products and reach target customers.

- Establishing policies and procedures for procurement, inventory management, and quality control.

- Conducting market research to identify new business opportunities and trends.

Within the manufacturing company, the role of management may involve:

- Setting production targets and creating work schedules for employees.

- Hiring, training, and supervising staff to ensure they perform their roles effectively.

- Monitoring and evaluating employee performance, providing feedback, and addressing any performance issues.

- Coordinating the procurement of raw materials and ensuring smooth production processes.

- Collaborating with different departments to achieve production goals and resolve operational challenges.

Governance in the manufacturing company may involve:

- Establishing a board of directors responsible for overseeing the company's operations and making key strategic decisions.

- Developing and enforcing a code of conduct to ensure ethical behavior among employees.

- Implementing financial controls and audit processes to ensure transparency and accountability.

- Complying with legal and regulatory requirements related to labor, environmental impact, and product safety.

- Safeguarding the interests of stakeholders, such as shareholders, employees, customers, and the wider community.

Here it is possible to see that, Business Administration focuses on formulating strategies, allocating resources, and managing various functional areas within the company. Management, on the other hand, is responsible for implementing plans, coordinating activities, and supervising employees to achieve production targets. Governance ensures compliance, ethical conduct, and accountability by establishing rules, overseeing operations, and safeguarding stakeholders' interests. This example demonstrates how each concept has distinct areas of focus and responsibilities within an organization. While Business Administration provides the strategic direction, Management executes plans, and Governance provides oversight and ensures compliance with regulations and ethical standards.

All three concepts—Business Administration, Management, and Governance—share a common emphasis on the functioning and

performance of organizations. They are driven by the objective of achieving organizational goals and ensuring the success and sustainability of the organization. All three concepts involve decision-making processes that influence the direction, strategy, and operations of an organization.

Business Administration has a broader scope, encompassing various functional areas of an organization, such as finance, marketing, operations, and human resources. Management has a narrower focus, primarily concerned with coordinating and supervising resources and people to accomplish specific tasks and goals. Governance focuses on establishing the rules, policies, and oversight mechanisms to ensure ethical conduct, accountability, and compliance with laws and regulations.

Business Administration typically involves top-level executives responsible for strategic planning, policy formulation, and resource allocation. Management operates at different levels, with middle and frontline managers responsible for implementing strategies, coordinating teams, and achieving operational goals. Governance involves the board of directors and oversight bodies responsible for providing guidance, monitoring performance, and ensuring compliance.

Business Administration often takes a long-term perspective, considering the strategic direction and sustainable growth of the organization. Management focuses on short- to medium-term goals, ensuring the efficient execution of plans and achieving operational targets. Governance balances both short- and long-term interests, ensuring the organization's adherence to ethical standards, legal requirements, and stakeholder expectations.

Business Administration, Management, and Governance are interdependent and interconnected, with each concept relying on and influencing the others. Business Administration provides the strategic context and framework within which Management operates. Management, in turn, implements the strategies and plans formulated in Business Administration. Governance sets the overarching rules and guidelines that both Business Administration and Management must adhere to. Effective collaboration between Business Administration, Management, and Governance is essential for organizational success. They need to work in harmony to achieve the organization's objectives, align strategies with governance principles, and ensure efficient resource utilization. There is a continuous feedback loop among Business Administration, Management, and Governance. Management provides feedback on operational realities and challenges to Business

Administration, which informs strategic decision-making. Governance, in turn, provides oversight and feedback on both Business Administration and Management to ensure compliance and ethical behavior. Understanding the similarities, differences, and connections between Business Administration, Management, and Governance helps organizations and individuals navigate the complexities of organizational management, decision-making, and ethical conduct effectively. It enables a holistic approach to organizational effectiveness, sustainability, and responsible governance practices.

Discussion. While Business Administration, Management, and Governance share common elements, they have distinct focuses. Business Administration looks at the overall functioning and strategic direction of an organization. It involves activities such as financial management, marketing, and operations planning. Management, on the other hand, focuses on the coordination and supervision of people and resources to achieve organizational goals. It includes tasks such as decision-making, leadership, and team management. Governance, as previously mentioned, is concerned with the establishment of rules, practices, and mechanisms to ensure accountability and ethical behavior. It deals with issues such as board oversight, risk management, and compliance.

Business Administration typically involves executives and senior managers who are responsible for setting organizational goals, formulating strategies, and making high-level decisions. Management operates at a more operational level, with middle and frontline managers overseeing day-to-day operations and ensuring the effective implementation of strategies. Governance, meanwhile, involves the board of directors and other oversight bodies responsible for providing guidance, monitoring performance, and safeguarding the interests of stakeholders.

The extent to which Business Administration, Management, and Governance overlap or differ can vary depending on the context. For example, in small businesses or startups, there may be less distinction between these concepts, as one person or a small team may fulfill multiple roles. In larger organizations, however, there is often a clear division of responsibilities among different individuals or departments.

Business Administration, Management, and Governance are also associated with different academic disciplines. Business Administration is commonly studied in business schools and encompasses various areas such as finance, marketing,

and operations. Management is a broad field that includes disciplines such as organizational behavior, leadership, and strategic management. Governance is often studied within the context of corporate governance, legal and regulatory frameworks, and ethics.

It's worth noting that perspectives on the relationship between Business Administration, Management, and Governance can evolve over time. New challenges, such as digital transformation, sustainability, and stakeholder expectations, can influence how these concepts are understood and practiced. Scholars and practitioners continue to explore and refine the understanding of these

concepts in response to changing organizational dynamics.

In conclusion, Business Administration, Management, and Governance are not synonymous. They represent different facets of organizational functioning, with Business Administration encompassing the overall management of organizational operations, Management focusing on coordination and direction of people and resources, and Governance providing the framework for responsible decision-making and oversight. Understanding the distinctions and interplay between these concepts is essential for effective organizational leadership and success.

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KORXONALARDA ZAMONAVIY MARKETING STRATEGIYALARIDAN FOYDALANISHNING O'ZIGA XOS JIHATLARI

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Annotatsiya. Maqolada korxonalarda zamonaviy marketing texnologiyalaridan foydalangan holda korxonalar faoliyatini samarali tashkil qilish, uning raqobatbardoshligini oshirish, korxonaga innovatsiyalarni joriy etish, brendingni qo'llash yordamida bozor segmentida munosib o'rin egallashiga ko'maklashish, bu borada xorijiy va mahalliy olimlarning ilmiy-nazariy qarashlari, g'oyalari tahlil qilindi. Korxonalarda marketing strategiyasini qo'llashning yo'nalishlari keltirib o'tildi.

Kalit so'zlar: marketing, strategiya, raqobat, brending, innovatsiya, tajriba, tijorat, elektron tijorat, xizmat, tovar, konsepsiya.