



## FORMING A QUALITY MANAGEMENT SYSTEM IN ENTERPRISES UNDER CONDITIONS OF ECONOMIC MODERNIZATION

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**Abstract:** This article covers the theoretical foundations of quality management, the concept of quality and its developmental stages, international standards, and modern management principles. Within the scope of the article, detailed information is provided on the basic principles of quality management, international experiences, and the theoretical aspects of the quality management system in the national economy. The possibilities of enhancing the competitiveness of enterprises through the effective organization of a quality management system are explored.

**Keywords:** quality management, theoretical foundations, ISO standards, modern approach, process approach, basic principles, international experience, international practice, quality management, quality strategies, efficiency.

Quality management is one of the critical aspects of enterprise operations, with its primary goal being the creation of products and services that meet market demands. The concept of quality is determined not only by the technical characteristics of a product or service but also by the degree to which it satisfies consumer needs. In the context of a modern economy, developing a quality management system has become a strategic factor in increasing enterprise competitiveness and ensuring economic efficiency. Quality management holds significant importance for enterprises to successfully operate in market conditions. It is not only related to the quality of products or services but also defines the overall systemic management and operational efficiency of an organization. From a theoretical perspective, quality management encompasses various methodological approaches and serves to optimize production processes, reduce costs, meet customer needs, and ensure the long-term competitiveness of an enterprise.

The Concept of Quality and Its Evolution:

The development of quality theory began in the 1920s and has become an integral part of the modern economy. The works of scholars such as W. Edwards Deming, Joseph M. Juran, and Philip Crosby established the foundational theoretical principles of quality management.

Deming's Theory: Continuous improvement of quality and systemic process management.

Juran's Approach: Principles of quality planning, control, and improvement.

Crosby's Philosophy: Quality is conformance to requirements, and competitiveness can be enhanced by reducing the costs of poor quality.

The basic principles of quality management include the following: Customer Orientation – An approach aimed at meeting the needs and demands of customers. Process Approach – Continuous monitoring and improvement of production processes. Employee Involvement – Enhancing the role of every employee in improving quality. Continuous Improvement – Improving quality at every stage of enterprise operations and maintaining competitiveness requires enterprises to consistently introduce innovative approaches.



Currently, the following advanced approaches are applied in quality management processes: Six Sigma – A system for achieving high quality by reducing errors in production processes. Lean Management – An approach based on minimizing waste and increasing efficiency. Agile Approach – A strategy for quickly adapting to changing market conditions and continuously improving processes. Total Quality Management (TQM) – A system for forming and continuously developing a quality culture at the organizational level.

International Experience and ISO Standards:

The ISO 9001 standard, developed by the International Organization for Standardization (ISO), defines the basic requirements and principles of quality management systems.

This standard enables enterprises to: Increase the efficiency of production processes; Gain customer trust; Become competitive in international markets. Quality is more important than price. With the development of production technologies and the influence of individual needs, the role and significance of quality continue to grow.

As cultural and educational levels rise daily, consumers' tastes and demands are also increasing. Ensuring competitiveness became critically dependent on quality requirements in the 1980s. In the global market, more than 80% of consumers purchasing products prioritize quality over price. Data indicates that quality-related costs account for no less than 15-25% of total production expenses.

Opportunities for credit, investment, and incentives are tied to product quality. For instance, in several European countries, laws mandate that certain products cannot enter the market without a quality certificate. This certificate confirms that the product meets the requirements of ISO standards set by the International Organization for Standardization. Other uncertified products must be sold at half the price.

Short-Term Plan for Improving Product Quality:

Each enterprise develops an operational plan for the upcoming year. Such a plan includes production procedures, a capital investment program, market strategy, planned expenses, rational use of labor resources, and plans for developing new products. The strategic operational program is analyzed across all departments. After necessary adjustments and additions are made, the plan is approved based on the consensus of all departments. The achievements and shortcomings of the enterprise are evaluated based on the fulfillment of requirements outlined in the annual strategic plan by each department.

International Practice:

The experiences of countries such as Japan, Germany, and South Korea are considered leading examples in effectively organizing quality management systems. Japan: Continuous improvement through the Kaizen approach. Germany: Enhancing quality through digitization and automation. South Korea: Optimizing production processes by introducing technologies.

Theoretical Foundations in the National Economy:

In Uzbekistan, introducing a quality management system under conditions of economic modernization is one of the priority directions. The country is developing quality management systems by adopting ISO standards, digitizing production, and applying innovative technologies. In national enterprises, such as the "Uzavtosanoat" system, the application of ISO standards enables the production of goods meeting international market requirements. Within the framework of economic reforms adopted by the state, extensive efforts are being made to improve quality standards and establish production systems aligned with international demands.

Developing quality management can lead to the following outcomes: Increasing the competitiveness of products and services in international markets; Ensuring economic growth by enhancing the efficiency of local enterprises; Strengthening consumer trust through the improvement of quality standards. Developing the theoretical foundations of quality management is of great importance in enhancing the economic efficiency



and competitiveness of enterprises. By improving production processes based on quality management principles and international standards, enterprises can effectively meet customer demands. In the future, the widespread adoption of innovative technologies and the automation of quality management systems will remain a key step in improving quality.

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