

MANAGERIAL AND MANAGERIAL DECISION-MAKING PROCESS

Sattarova N.T.

teacher of department of Management, SamIES

Abstract. *In this article, the characteristics of the management system today, issues of effective organization and improvement of management processes, foreign experience, practical aspects of management decision-making are highlighted by the author.*

Key words: *management, decision-making, management systems, management methods.*

In Uzbekistan, market competition is being formed as a result of activities aimed at decision-making of a socially oriented market economy. Different forms of ownership apply. In such conditions, the most important task facing managers is to make the right decisions.

The science of management decision-making is the method of development of management decisions, the basic rules to be followed, various approaches, influencing factors, making and evaluating effective management decisions, forecasting, economic justification, consideration of risks and uncertainties, and similar important studies issues.


Any social work process, whether small or large, requires management. Someone should set goals for employees, distribute tasks, monitor their implementation, encourage people to work, and coordinate their actions. It was not for nothing that our people coined the phrase "one head for ten doubles".

During the time of the former councils, leadership was carried out from above. At the beginning of the year, what kind of crop to plant, how much area to plant, how much to harvest, how many sheep to graze, product cost, price, level of labor productivity, wage fund, number of workers, etc. were strictly determined from above. It is clear to all of us that such methods of administrative command destroy common sense, initiative and entrepreneurship, and lead to development.

In the conditions of the current market economy, both the leader and the leadership methods have changed.

The current leader should be a qualified specialist, a real entrepreneur, an organizer, and at the same time someone who knows his rights. At this point, openly admitting a certain imbalance in our life, the first President stated the following: "At the lower levels of management, especially in the production sector,





there is a desire for innovation, efforts to introduce innovation, but these noble inclinations and actions are in the middle and upper levels, in particular , we are facing resistance from those who sit at the level of the country's ministries and agencies, who have acquired the status quo, who think indifferently, who consider themselves noble, who do not allow innovation they will change their thoughts and levels, and we will completely pass through them."


Therefore, it is necessary to get rid of incompetent, indifferent and arrogant leaders as soon as possible, and to expand the ranks of talented and knowledgeable leaders. Today, every leader should master the science of management and achieve competent management of production and employees.

"Another important factor in avoiding bankruptcy," said the first President I.A.Karimov, "is improving the management of one's own business, in other words, mastering the art of management. The role of management in small business is more important than in big business, because in the field of small business, speed of release and flexibility should be much higher compared to big business".

For this reason, the subject "Management decision-making technology" takes an important place in the preparation of the future manager who is studying in the direction of "Management".

In the conditions of the current pandemic, the main attention of the leadership of the republic is focused on overcoming the economic shortage and providing the people with necessary, high-quality consumer goods. In solving these issues, it is necessary to form the management system based on new requirements, train and retrain personnel, and coordinate the decisions made by them with the conditions and set goals. The leader requires employees to master the fundamentals of management along with their personal skills and have high-level skills. The leader's attitude towards subordinates, making decisions that coordinate their interests ensures that employees perform their work with high quality and work in a high spirit. The ability of leaders to take into account the situations and personal characteristics of employees in the process of working with employees, to find a way to their hearts depends on their level of knowledge and the culture of dealing with them. Leaders with these characteristics will be able to correctly solve complex problems and implement plans effectively. As the first President noted: "It is difficult to imagine the independence of Uzbekistan without our highly qualified local personnel who are able to work in the changing conditions of the market." Of course, knowing the important needs of these personnel, being able to make the necessary rational management decisions in a fast state leads to an increase in the efficiency of the socio-economic system.





In the course of human activity, the situation of choosing one of several possible actions always arises. Each of us has to make hundreds or thousands of decisions during the day. For example: decision-making includes choosing clothes for a less important job, choosing a job, choosing a life partner, etc. We spend days and months thinking about choosing them.

But decision-making in management is a more systematic process than in private life. The manager chooses a course of action not only for himself, but also for the company and for other workers. Firms are managed by high-level managers, sometimes making decisions involving hundreds of millions of soums. More importantly, a management decision affects the lives of many people, at least every employee who works with the decision maker.

The subject of management work is information, based on which the leader makes management decisions and conveys them to the executives. The process of developing the necessary decisions is an important part of the work of others.

The decision is the final result of the management activity. If the subject of work in management is information, its product (result) is a management decision.

Decision making is the foundation of all management decisions. In other words, the decision is a product of management, which is determined by the leaders.


A decision is the result of the process of choosing one of the alternatives. One of the pioneers of management theory, Murphy said about decision: "It is better to have one bad decision than two good ones." Indeed, selection must be a combination of knowledge, experience, skill and strategic thinking.

Development and adoption of a decision is the main form of management activity in which the content of the leader's work is the process of action directed towards the team's goal.

A management decision is used in two cases: in the first case - a management document established by someone or something, an adopted action plan, a decision, etc. In other cases, the decision to choose one of several options is made when there is a ripe problem.

Management decisions mean determining the means of achieving the goal, determining the places of action of the management system and its units in order to achieve the goals set for themselves by enterprises and organizations. A rational and effective decision-making process has its own characteristics. For example, it is said that a rational decision creates an opportunity to achieve the goals set forward by using resources effectively. Effective decision-making is a relative indicator that shows the level of opportunity utilization and determines the decision yield.





The management system and the decisions in it, returned to coordinate the organizations and processes in it, do not appear by themselves, they are created by people as a means to achieve their specific goals. Usually, the goals set by the founders of the enterprise and organization at the time of creation are expressed in the form of simple and several-item propositions. Decisions that need to be made in the management system should take into account the complexity of the company's goals and their changeability as the company develops, and it is necessary to strive for the goal.

REFERENCES

1. Йўлдошев Н.Қ., Набоков В.И. “Менежмент назаряси” Дарслик.-Т.: ТДИУ, 2013. - 433 б.
2. Йўлдошев Н.Қ., Г.И.Захидов “Менежмент” Дарслик.-Т.: ТДИУ, 2018.- 98 б.
3. О.М.Пардаев, Менежмент, Дарслик, Самарқанд -2021
4. Ergashxodjayeva Sh.Dj, Qosimova M.S., Yusupov M.A. Marketing asoslari. -Т.:“IQTISODIYOT”, 2019.-305 b.
5. Yo‘ldoshev N.Q., Zaxidov G‘E. Menejment. Darslik. -Т.: “O‘zbekiston faylasuflari milliy jamiyati” nashriyoti, 2018. -392 b.
6. Ricky W.Griffin. Fundamentals of Management. Eighth Edition. 2015 Cengage Learning products are represented in Canada by Nelson Education, Ltd.
7. А.И.Орлов. Методы принятия управленческих решений Учебник.: Москва, КНОРУС, 2018. - 286 с

