

THE ROLE AND IMPORTANCE OF DECISIONS IN MANAGING THE ORGANIZATION

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

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

All human life is permeated with decision-making processes. Individuals, small groups (for example, a family or a production team) and large organizations, including the state, make decisions every day, every hour, every minute, implement the decisions made or control the implementation of the decisions made. It is impossible to imagine a leader of any management unit, any field of activity, who does not make decisions. And all this because decision-making is at the heart of the management process. In this regard, the famous American theorist and management consultant Peter Drucker wrote: "The final product of a manager's work is decisions and actions." Planning mediates these two most important functions of a manager's work: it is not enough to make good decisions - it is necessary to choose appropriate planning methods. Thus, decision-making and planning are interrelated processes: it is impossible to imagine a situation where planning takes place outside of decision-making. The opposite is also true: a decision is made, in a very general sense, when a plan is made to carry it out.

Where and in what cases are decisions made in organizations? We can answer this question from two different perspectives. We can simply answer that we make management decisions "everywhere". Because management is a decision-making process in a certain sense. As a complex approach, management is a complex structured process, and any management action is interrelated with the problem of decision-making in organizations. Therefore, it is possible to describe the areas of decision-making in organizational management only in a general sense, emphasizing the areas of planning, organization, motivation and control.

Decisions that people make in everyday life are called mundane. However, this does not mean that they are completely simple or unimportant, both for the person (or group) making the decision and for those around them. It's just that such decisions are made in everyday life, they are not based on some well-known methodology, and their quality increases as the individual experience of the decision-maker becomes richer.

Simple decisions are often made by an individual, so they can be called personal decisions. They are related to personal goals, they reflect the interests of a person or a small group with whom he is closely related (for example, family).

On the other hand, there are also personal decisions that force people to think for a long time and often ineffectively evaluate the results of this or that decision. Such decisions are usually fateful, "strategic" in nature and can determine the entire future life of a person. For example, these include decisions about choosing a profession, lifestyle, study or work, spouse and many other issues. But in any case, personal decisions concern only one person or a narrow circle related to him.

Organizations also make administrative decisions. They affect the interests of many people, so the leader's responsibility is high to accept them. He must explain to his executives, superiors, and stakeholders outside the organization why he made this or that decision. Often, when he does this, he has to appeal to people's feelings and emotions, their beliefs, needs and expectations, logic and calculations.

Administrative decisions made in organizations can be divided into expert and management decisions.

Persons who are not directly involved in the management of the organization or its departments, i.e., expert decisions are advisory in nature and are taken by experts, analysts, and consultants. For example, financial solutions provided by independent financial analysts and consultants or decisions on the environmental impact of a proposed development may be considered expert.

Unlike expert decisions, management decisions are made directly by managers and reflect management effects aimed at achieving organizational goals. They are committed to changing the controllable factors affecting the organization. After the management decision is made, it is communicated to the executives orally or is formalized in advance in the form of a plan, order, decree or other document.

Administrative decision making is more of a systematic process than simple decision making. Thus, these decisions can strongly influence the

personal plans, motivations, and behaviors of many people in the organization. That is why leaders have a great responsibility for the fate of the organization and the fate of individual employees. This is especially true of senior managers. For example, if a leader decides to fire or punish a subordinate, the latter may be seriously harmed. But if this is not done, the interests of the entire organization or department may suffer, which will have a negative effect on other employees. Solving these problems can be helped not only by rational decision-making methods that require special knowledge, but also by generalization of decision-making experience taking into account common sense. Below are examples of such techniques.

B. Rapoport's Universal Approach to Decision Making. This American sociologist makes the following recommendations for decision-making:

1. Before making a decision, get all the information related to that decision. If you feel that it is becoming unknown to you, do not make a decision.

2. If you have free time, do not make a decision immediately, study all the materials of the case and "live" with them for several days, let the solution "mature" in your head, constantly think about the problem, but do not get nervous. Your subconscious will "give" you the right decision, you just need to know not to stress, but to wait calmly.

3. Try to be logical in your decision. Don't allow yourself to judge emotionally or objectively. Try to look at the problem objectively, as if from the outside.

4. Consider all possible solutions, be positive about each of them, do not emphasize any of them.

5. Do not try to choose such a solution when everyone is happy - it is impossible. If you objectively make the right decision, your opponents will recognize it. Remember: "winners are not judged" - they follow the winners, the winners have power and authority.

6. Do not stop your employees from making decisions, explain to them all the "pros" and "againsts", listen to their points of view.

7. Know how to take reasonable risks, but be careful. Choose a solution that allows you to make a clear profit if you succeed and do not lose too much if you fail.

8. Don't be afraid to make mistakes. It is easy to notice that you are lost. Do not lower your level of aspirations, try to develop a habit in yourself so that the obstacles in your work do not calm you down, but instead activate new attempts to achieve success. Always keep faith in your success.

Of course, these rules do not replace special methods of decision-making in organizations, but they are useful additions that allow the manager to better use his experience.

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