



 Research Article

MANAGEMENT DECISION-MAKING AND IMPROVEMENT METHODS

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ABSTRACT

The nature of solutions in economic management is directly related to management decisions. The highest efficiency of economic activity can be achieved by choosing the right management decisions. Also, the correct adoption and timely execution of production, technical tasks, social, economic and legal decisions is the most important factor in achieving economic efficiency. This article talks about management methods and management decisions, effectiveness of management activities, problematic situations in economic management and their solutions.

KEYWORDS

Decision, organizational decision, programmed decision, non-programmed decision, effective decision, decision criterion, risk, condition of certainty, condition of uncertainty, probability.

INTRODUCTION

The effectiveness of management activities often depends on the decisions taken. The whole chain of questions and problems in the enterprise is their exact solution and is assigned to the manager. Production, technical, social, economic,

marketing and legal tasks are necessary to make the right decisions and fulfill their own. subject to timely completion. All the problems being solved are taken into account by any manager, and this is reflected in his management style and the entire

management process. The essence of economic management solutions depends on many objective factors. The most important of them is different ownership of means of production; deep division and specialization of production and labor; management of labor and material technical resources; expansion of inter-industry, inter-production relations; establishing a joint venture; marketing in practice; enterprises and industries entering into foreign economic relations, risks in making management decisions.

The management decision is a point of intersection between the real satisfaction of the material and spiritual needs of the society and the opportunities of the national economy. The solution to this problem in the national economy is the harmonization of existing laws, decrees, laws that do not depend on us, and laws that do not depend on us. The management decision also means the implementation of the goals and mission of the enterprise. It is in this process that hundreds and thousands of people satisfy their needs, gain status, grow in all aspects, and society as a whole grows.

Making and implementing decisions is the next step of the leader depending on the changes in their activities. Several solutions are developed on one problem and one of them is used in practice. The classification of these decisions has important theoretical and practical significance. From the point of view of the effectiveness of management activities, decisions are divided into the following types: strategic and operational.

Strategic decision is the formation of goals and missions related to the company's activities. In the conditions of the transition to the market economy, these decisions ensure smooth transition of new approaches and sharp turns in the company's activity. Strategic decisions at the level of the enterprise, region, industry help to solve all economic and social problems at the expense of new resources in society.

Operational decisions are essentially business management decisions. They are accepted on current personal issues to support the continuous operation of the managed facility. That is, to keep its complex mechanism without changing the structure and interactions. The leader makes these decisions quickly enough without special training. Such decisions can include documents on hiring and firing of employees, changes in their salaries, training of the enterprise and similar documents.

According to the scope of action, management decisions can be divided into economic, organizational, social, technical and technological decisions. Also, management decisions are divided into the following levels according to the level of management: foreman, section head, workshop head, production head, enterprise and association head, minister, etc. Decisions are external and internal according to the direction of influence. External decisions are focused on another level, internal decisions are focused on individual departments or, and internal decisions cover individual departments or the enterprise. Management decisions are divided into economic, organizational, coordination, incentive,

management and control decisions according to their functional content.

According to the organization of recycling, it is divided into personal, professional and professional. Individual decisions are made without the agreement and discussion of the leader in the team or by individuals. Often, these are quick decisions that do not take into account the problems of the development of the enterprise. Colleagues are decisions made and made by a group of experts and leaders, which require material preparation. They have comprehensive content. Decisions of the team are made today by the participants in the general meeting, regardless of the position or employees. Such decisions are made when considering the price questions of production. Decisions based on the type of work are divided into standard and non-standard decisions. Standard, sometimes programmatic decisions are decisions in the process of developing and making the decisions themselves. Decisions in the process of programming and its adoption. Programmable decisions have reached such a standard stage that they can be described in the form of a mathematical model, that is, it becomes possible to include a significant part in the technical work of EHM. Non-standard decisions are the most complex, basic decisions, and are distinguished by the breadth for a creative approach to the problem. Creative decisions are always manifested in speed and innovation. However, it is necessary to carefully analyze the nature of the non-standard. In a deep, broad analysis, it can be

seen that these cases are not so new, if it turns out to be a series of separate problems.

In this way, management decisions are the organizational beginning in any sphere of human activity. Based on it, laws are approved, material-technical, financial and labor resources are planned, the responsibility of executives and managers is increased, and their role in achieving the goal is determined.

Also, requirements for management decisions are important. In terms of market relations, the management decision is the main factor of management, in which all economic and social problems of the development of the enterprise and industry intersect and are gathered in one place. Management decisions

a number of factors affect the effect:

- Personal characteristics of the leadership or the group;
- Information provision of the conditions in the development of the decision;
- Organizational factors (inviting experts in the development of the decision, a system of methods and a form of delivering the decision to executors, a control system, etc.);
- Technical factors (use of EHM technical means, etc.);
- Temporal factors in decision making, adoption and implementation.

Based on this, the main requirements for management decisions are:

1. The scientific basis of the decision. Decisions should be made on the basis of economic, social and other current scientific achievements based on the analysis of specific production conditions.

2. Unity of decisions. It is usually necessary to solve minor problems along with solving major problems.

3. Fairness of decisions - truthfulness. Decisions can be made only at the level of authority given to leaders.

4. Directness of the decision. It should be clear to whom the decision-making process is intended.

5. Shortness of decisions. In order to save time working with information, short and precise decisions are made.

6. Accuracy of decisions in time. The leader cannot give tasks to his subordinates without clearly specifying the deadline.

7. Operative decisions. Such decisions can be made in a minute, that is, when the production situation requires it.

Many forms and methods of development and implementation of management decisions have been collected in management practice. Depending on the complexity and content of the questions, in the preparation and adoption of management decisions, there is a general scheme of the sequence of actions of the leader from the use of methods such as economic analysis, expert evaluations, knowledge of which will help to consider a concrete decision. Before making a

decision, the leader must determine the following:

1. The goal of action and ways to achieve it.

2. The important aspects of the problem;

3. Necessary material, monetary and labor resources;

4. Duties of executors;

5. Procedure for organization of task performance.

Management decisions related to the organization's activities are made by the direct manager are developed by, these decisions should not contradict the organizational criteria and legislation. The team "council" actively participates in all stages of the development of decisions to be made. Each complex decision-making process includes the following steps:

1. Defining the goal, understanding the problem and collecting the necessary information;

2. Classification, analysis and evaluation of collected information processing;

3. Development of various options for decisions;

4. Analysis, discussion and evaluation of options;

5. Accepting the last and optimal (acceptable) option;

6. Documentation of each decision in the required form;

7. Approving (sealing) decisions;

8. Delivery of the decision to the executor;
9. Organization of the implementation of the adopted decisions;
10. Control and accounting of decision implementation.

We will consider each stage separately.

At the first stage, analysis of the socio-economic process in the collective based on this stage, it depends on the interaction between the leader and the collective, in order to ensure the continuity of production of the leader at this stage, the leader should pay great attention to solving socio-economic problems;

At the second stage, the collected information is classified, analyzed and evaluated. This stage is a complex process that requires skills, knowledge and entrepreneurship;

At the third stage, the collection of information continues, its real possibilities are evaluated, and several interchangeable options, that is, alternatives, are developed. Alternative options are developed by responsible persons and are under the direct control of the leader.

At the fourth stage, decisions are developed through the analysis and comprehensive discussion of alternative decisions. The more alternatives there are, the more effective it is to prepare the optimal version of the decision. Analysis and evaluation of different options for management decisions usually comes from comparing their analysis and calculation in EHM. Then, they carefully consider the cost of each

option, based on which the last and optimal option is selected (step 5).

In stages 6-7, there is also a stage in which the selected decision, which has less important content, is clearly described. In this process, two parts of the document are considered: analytical and constructive. The analytical part shows the causes of the problem, and the constructive part shows the tools and resources, the main ways and methods for solving the problem. The decision should be business-like. In practice, management decisions are often used in general terms (do not compel, do not demand, do not show, imply, etc.).

The last and most necessary steps are steps 8, 9 and 10, which are directly related to the organization of the detailed process of the decision. The process of preparing and making management decisions requires a clear systematic approach to control:

- creation of a single complex system of information. It covers the components of the production process, timely and precisely economic of the enterprise. Description of social and mental condition;
- acceleration of solving problems, because the economic and social-spiritual environment is related to its change;
- non-separate and together with all alternative solutions analysis;
- not only to determine the forces that affect production, but they efficiency as well;

- use of quick, calculation and statistics for analysis.

The basis of management decisions is the most favorable option, which is closest to the optimal (acceptable) option. This option is created by collecting and analyzing logical information about the current state of the enterprise, with the least expenditure of labor, financial and technical resources and time.

When choosing an optimal (acceptable) decision or a decision close to it, it is necessary to use the necessary method and style. There are the following methods of making decisions and working with them in management practice:

- method of systematic economic and social analysis, statistical answers and evaluations;
- analysis of variant series, that is, models such as plan-production, method of determining development trends and seasonal nature of production;
- method of experimental modeling, which includes statistical analysis of experimental responses. If solving the problems, process modeling methods, EHM and economic-mathematical methods are performed, it is possible to optimally monitor the shortcomings and achievements of the business entity;
- mathematical programming method;
- method of objective evaluation and expected risk theory. This method is used to measure and predict nature, taking into account the theory of training and motivation;

- method of modeling and entrepreneurship houses. This method requires the use of EHM;
- different approaches to individual decision-making in conditions of uncertainty the theory of searches, which includes;
- cost method. This method is used for collecting and analyzing information requires a lot of money, and the manager does not have to stop at the cost if this method helps to find the optimal answer;
- experts (expert) assessment is obtained based on expert analysis. This is done to avoid errors. After that, experts get acquainted with the list of available decisions, opinions, proposals and conclusions and reach their final conclusions;
- assessment and analysis of unknown and uncertain situations is usually carried out through available reliable information. In this case, the decision to be made depends on the goal set by the company. Sometimes it is possible to make a decision based on the law and trend of the development of the economic and social system, as well as on the basis of analytical calculations. In other cases, an in-depth analysis of the problem and comprehensive integration is necessary, that is, the necessary analysis and calculations are carried out depending on the problem;
- simplifying the decision-making process reduces the scope of work in the management process. If a systematic analysis is always carried out, the method of making decisions will become more and more simple and clear. Simplified decision-making and evaluation of



their effectiveness are often used in the case of repetitive analysis of enterprise activity;

- creative discussion of some difficult problem by a group of experts. This method is based on the team's experiences and knowledge of the management solutions, while creating an environment for the emergence of good ideas, and the good selection of the participants in the discussion has an impact on finding an alternative solution and solving the problem correctly. It is necessary to produce special purpose-oriented programs, network graphs, matrix control system in the production process for the purposeful execution of the decisions made. These activities can be divided into 3 groups:

1. Timely delivery of decisions to executors;
2. Optimum placement of personnel and resources, formation of rapid reserves;
3. Control of the implementation of decisions.

First group event. Timely delivery of decisions to executors. It cannot be left alone here. It can be observed that the decisions reach the executors in a month or two. In this case, it loses its activity and content. Because he will arrive late.

One of the most common forms of executive input is involving them in decision-making. On this basis, participants of the production get acquainted with the concept of decision and solutions of problems. Sometimes, for this purpose, a commission is formed from the innovators and captains of production. Future executives participate in the preparation of

decisions and make these solutions more realistic. Because they know the production process better than outsiders. Also, they achieve positive results when their collective workers participate in discussions, seminars, or acceptance of the project plan. However, this collectivity is realized only when certain conditions are met, when there is sole leadership and clear personal responsibility.

The second group of events is the movement of personnel and resources, as well as rapid reserves. Each solution requires material support, reorientation and retraining and replacement of people. Therefore, the implementation of large programs in production and revision of production leads to a sharp change in the methods and forms of work. This also affects the personnel structure.

The third group of activities is control, that is, in-depth qualified analysis. High results cannot be achieved without systematic control. At a higher level of management, such control is required by the organization to achieve a specific goal and the desired mechanism.

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