

MANAGEMENT IN IMPROVEMENT MANAGEMENT FUNCTION IMPORTANCE*Iskandarov Bekzod Abdujalilovich**teacher at Samarkand Institute of Economics and Service*

Abstract : In the early 1950s , the development of management theory was greatly influenced by the "new" school. It is characterized by the introduction of methods and techniques of the exact sciences into management - mathematical modeling of decision-making, mathematical logic, programming, and mathematical modeling of economic processes.

Keywords : Management , management function , planning, consultation, situation assessment .

In the process of development of management theory, representatives of the “Empirical” (pragmatic) school completely denied the need for management, that is, management, and thus openly promoted empiricism. They believed that the purpose of management was to gain positive experience in leadership and learn from existing mistakes. Representatives of this school supported the idea that it was necessary to give more theoretical advice and analyze more specific situations. In their opinion, although gaining experience and learning are important, it would not be appropriate to form a management process based only on practice. The most prominent and outstanding representatives of this school include T. Drucker, R. Davis, L. Newman, D. Miller, and others.

The most prominent representatives of the "new" school are R. Ackoff, L. Klein, W. Luce, etc. The formation of this school is associated with the development of cybernetics and the study of processes.

The “new” school is a logical continuation of the “Social Systems” school. It should also be noted that the Russian scientist A.K. Gostev (1882-1941) made a significant contribution to the theory and practice of management in this regard. His books “How to Work?”, “Standardization and Organization of Labor”, “Labor Manuals”, “Cultural Uprising” were published. Under the leadership of A. Gostev, significant work was carried out at MMI to study, design and introduce new methods of labor organization, and to create an optimal system of training and advanced training of workers of various specialties. The proposals and recommendations developed by A. Gostev are still relevant today. Another initiator of the scientific organization and management of labor, PM Kerzhentsev (1881-1940), published such works as "Scientific Organization of Labor", "Principles of Organization", "Fight for Time", "Organize Yourself" in 1923-1924. The proposals proposed by P. Kerzhentsev on the standardization of manufactured products, working conditions, and the proper use of material resources were considered very relevant for their time.

Theories that explain human behavior based on human needs have become more developed. The most famous authors of such theories are A. Maslow, E. Cat, D. McClelland, F. Hersburg and a number of other scientists ¹.

From the above considerations, it can be seen that the process of scientific "management" is

¹ Abdurakhmanov Q. and others Personnel management - T.: Sharq, 1998. -B . 138.

considered a process related to the management of a person, that is, the mental and physical abilities of a person.

Russian economist L.T.T. Kachuk defines the term management and the management function as follows: The term "management" is used to manage socio-economic processes at the level of organizations (enterprises) operating in market conditions. The management process covers not only industrial enterprises, but also banks, insurance and tourism companies, and other economic units operating in the market as independent economic entities.²

The management function is a specific type of management activity carried out using special methods, tools and techniques, as well as the organization of work and control over its activities.³ L.T.T. Kachuk in his research divides management functions into 4 and, in his opinion, defines management functions as ".....the main functions of management, planning, organization, motivation and control."⁴ This means that planning, in turn, cannot function without the functions of organization and control, and organization cannot function separately from the functions of planning, control and motivation.

However, currently in most economic literature, 4 functions of "management" are listed, in some literature 5, and in other literature even more. As the research shows, management schools and different concepts of management do not always demonstrate the same approach in content. Of course, it should be said that in the process of working with different literature, it is possible to see that different authors, along with different interpretations, sometimes also cite different functions. In our opinion, today there is a need to clarify the difference between the term "management" and the concept of "administration". Because in most cases in economic literature, the term "management" is used instead of the concept of "administration". It is necessary to determine the specific functions of the management model, that is, the concept of "administration" as a term, accepted among different approaches and opinions. These include functions such as **planning, consulting, situation assessment, risk management, organization, coordination, control, regulation, and motivation** (Figure 1.3).

An important difference between management functions and control functions is that when control functions operate continuously, that is, when the existing functions depend on each other, continuity of activity is ensured. However, in the management process, it is not required to operate one or another type of existing functions separately, that is, in all cases, the existing functions work in conjunction with each other. As an example, we can say that the use of the expression car management is incorrect in content and essence. Because in the process of car management, not all management functions can be used continuously. This indicates the need to limit the inappropriate use of the term "management" in many cases today. The organization of any process in control begins with the formation of a system of tasks and goals that must be performed and achieved within a certain period of time.

² Management / L. T. Tkachuk, pod ed. M. I. shchadova — Rostov n/D : Phoenix, 2012. — 539 p.— (Vysshee obrazovanie). (S.6)

³ Management / L. T. Tkachuk, pod ed. M. I. shchadova — Rostov n/D : Phoenix, 2012. — 539 p.— (Vysshee obrazovanie). (S.8)

⁴ Management / L. T. Tkachuk, pod ed. M. I. shchadova — Rostov n/D : Phoenix, 2012. — 539 p.— (Vysshee obrazovanie). (S.8)

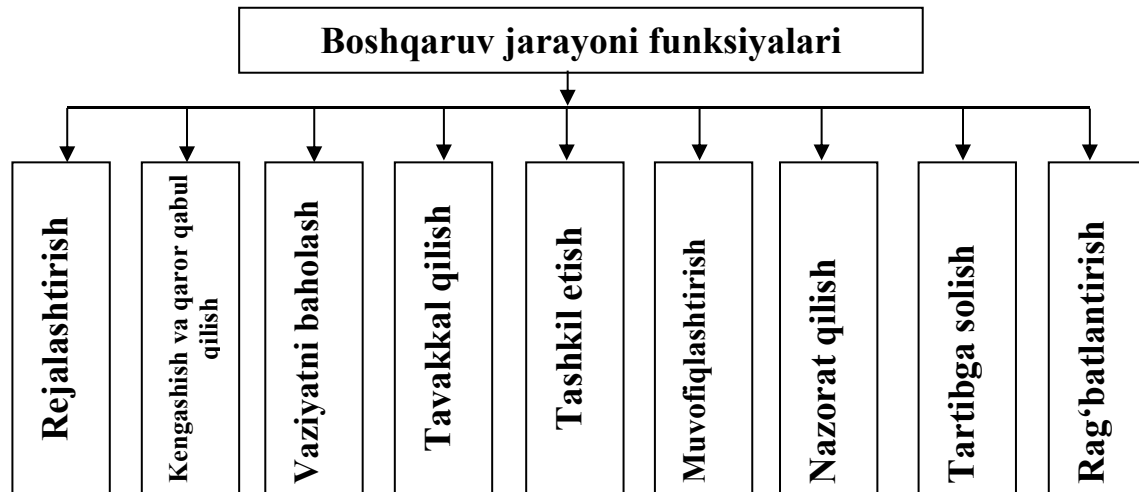


Figure 1.3 . Management process functions⁵

In turn, business planning is carried out as another function of management. The main goal of planning is to achieve the goals set for enterprises and organizations and at the same time increase the amount of profit. It can be seen that the management process arises on the basis of planning, which shows how well the planned business activities and the effective use of available resources and factors are planned. The scientist LA Magalnik, who conducted research in this area, defines the planning function of management as follows: “Planning is understood as a function that determines the goals of the activity and the funds necessary for this, as well as develops the most effective methods of achieving them under certain conditions. This is a type of management activity associated with the development of plans for enterprises and organizations and the preparation of their components. The plan, in turn, determines the list of tasks to be performed, determines their sequence, resources and the time for performing the work necessary to achieve the set goals. In modern conditions, planning is becoming a continuous process of using new methods and techniques to improve the organization's activities using discovered opportunities, conditions and factors. Planning cannot be presented as a one-time event ⁶. ”

The correct organization of the management process, in turn, is directly related to making the right decision. Making the right decision is formed as a result of making a general and optimal decision based on consultation with experienced representatives of this field, while trusting in starting any work is important. We can also cite the verses in our holy books as a basis for this. For example: “ When you have made a decision, put your trust in Allah. Indeed,

⁵ Developed by the author.

⁶ Magalnik L. A. *Education in management and sphere. Planirovanie kak funkcion upravleniya/retsenzenty A. I. Ushakov, A. K. Kostin - Izdatelstvo Instituta razvitiyaobrazovaniya Irkutskoy Oblast, 2006. - 79 p.*

Allah loves those who put their trust in Him . ” ⁷In addition, the decision-making function is one of the functions that is directly important in carrying out a certain activity or performing a task. It is precisely with the correct approach to the decision-making process, that is, making the right decision, that the right start of work is achieved. This shows that it is necessary to think, consult and make the only right decision in consultation with leading experts in the field.

The next function of the scientific basis of management is situation assessment, and when organizing the management process or making primary decisions, each manager or group of people is engaged in a preliminary assessment of the situation. That is, studying the current situation, he makes a comparative assessment of the probability of implementing the planned work, and only then makes a single decision on the implementation of this work. It is precisely through this function that the ability to make the right decision arises in the management process, based on how correctly the situation is assessed.

The next function of management, “organization”, occurs as the launch of business activities, the start of activities, and the main goal of this function is also the effective organization of business activities. The concept of “organization” is interpreted differently in the scientific literature as a management function. In particular, BV Smirnov interprets it as follows: “When we talk about organization, we can talk about organizational measures designed to ensure the implementation of the program or create conditions for the adoption of a strategy and plan ⁸. ”

In turn, the purpose of the organizational function of management is to effectively form the management process and management systems, as well as the connections and relationships between them. Through this, effective cooperation between people and production factors occurs, and as a result of this joint action, effective activity occurs, that is, labor activity achieves maximum results with minimal costs. As a result, orderly, organized activity emerges from chaotic activity, which is an important tool for the development of society.

Useful literature:

1. Anchishkin A. Prognozirov a nie really sotsialisticheskoy ekonomiki - M.: Ekonomika , 1973.
2. Gorbunov E. Ekonomicheskiy potentsi a l developed sotsialisticheskogo obshchestva // Voprosy ekonomiki, 1981, No. 9.

⁷ THE HOLY QURAN. Surah Al-Imran, verse 159.

⁸ Smirnov B. V. *Funktsii upravleniya sotsialisticheskim proizvodstvom/Izdatelstvo "Ekonomika", 1977. - 141 p.*



3. Kholboyev UX Theoretical issues of increasing the competitiveness of the service sector. Journal of Management Values & Ethics. August 24 Special Issue, ISSN-2249-9512, page 291-296.