

## Management Decisions: their Nature and Content

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**Annotation:** This article defines the definition of management decisions, their nature and relevance, and the relationship between management functions and management decisions. Here are eight basic sequences of managerial decision-making. The content and essence of economic, organizational, social, legal and technological aspects of management decisions are revealed.

**Key words:** Decision, management decisions, management decision-making sequence, essence of organizational, social, legal technological decisions.

Every human being is prone to the decision-making process while growing up. Both communication skills and decision-making skills develop through experience. Each of us makes dozens of decisions a day, and thousands of decisions during our lifetime.

A decision is a choice among alternative solutions to a problem.

When people make decisions about their personal lives, they bear the positive and negative consequences of that decision. But decision-making in management is more systematic than in private life.

Because the importance and responsibility of these decisions will be very high. Responsibility for important organizational decisions is a heavy mental burden. This burden is especially evident at the top levels of management. Decision making is part of the manager's daily work. "Decision-making is an integral part of managing any organization. It is the effectiveness of management decisions that clearly shows the differences between successful and unsuccessful managers"[1].

F. Minsberg, a leading scientist in the field of management, distinguished the different roles of the leader: the distributor of resources, eliminating deviations in the process of business activity, and a specialist in other organizations and agreements in general.

In today's complex and rapidly changing world of organizations, managers have many alternatives and many questions to answer in order to formulate and implement organizational goals. Each management function is associated with several common life-critical decisions. Some of them are listed in the following table [2].

### Examples of decisions related to management functions.

<b>Planning</b>
1. What is our main mission or the nature of our business?
2. What are our goals?
3. What changes are taking place in the external environment and how will they affect our organization in the future?
4. What strategy and tactics should be chosen to achieve the set goals?
<b>Organizing</b>

<ol style="list-style-type: none"> <li>1. How do I organize the activities of the organization? How to enlarge small tasks?</li> <li>2. At each level of management, what decisions can people (subordinates) be trusted to make?</li> <li>3. Is it necessary to change the structure of the organization in accordance with the changes in the external environment?</li> </ol>
<b>Motivation</b>
<ol style="list-style-type: none"> <li>1. What do our performers and followers need?</li> <li>2. What are the constraints and needs of the organization to achieve the goals?</li> <li>3. If employees have increased job satisfaction and productivity, why?</li> <li>4. What else should we do to increase employee satisfaction and productivity?</li> </ol>
<b>Observation</b>
<ol style="list-style-type: none"> <li>1. How should we assess employee performance?</li> <li>2. What should be the periodicity of performance evaluation of employees?</li> <li>3. How successful are we in achieving our organization's goals?</li> <li>4. If we haven't made progress on our goals, why and what corrective actions should we take?</li> </ol>

Usually, decisions made by managers to fulfill their work duties are called organizational decisions. Organizational decisions are directed to the realization of the goals facing the organization. Therefore, the decisions that contribute the most to the organization's goals are the most effective management decisions.

The activity of each manager in the organization is related to the creation of management decisions and their implementation within the scope of his service. Management decisions serve to perform management functions. The term "management decisions" is used in two senses: as a process and as an event. As a process, management decisions consist of the following eight sequences.

1. Information preparation - processing of external and internal information, identification and definition of problems, collection of information related to the problem and critical analysis.
2. Creating options for management decisions - management decisions that are ineffective, solutions that provide an opportunity to solve the problem, and alternative solutions to the problem.
3. Option Agreement - Agreements can be internal or external.
4. Choosing one of the options for solving the problem - choosing the decision option that ensures the effectiveness of the goals, calculating the costs required by efficiency, making sure that the decision does not conflict with safety rules.
5. Formalization of this decision option - the decision is approved by one of the higher management bodies. At the same time, this decision may require agreement with the customer, customers and other officials.
6. Implementation of this decision option is the process of communicating the decision to the executor and implementing it.
7. Control of the implementation of the decision - control processes can be initial, current, intermediate and final.
8. Informing the initiator of the decision about the process of implementation of the decision - to sense the emerging situation.

Management decisions consist of a set of measures aimed at solving an existing problem as an event, and it can be a written or verbal activity, an order.

The economic nature of management decisions is that any management decisions require financial, material and organizational resources. Every management decision has a cost.

The organizational nature of management decisions means the company's ability to develop and implement management decisions, including: the number and qualifications of required

employees, instructions and regulations, the mechanism that distributes management powers, the rights, obligations and responsibilities of official and ordinary employees. documents, required resources, techniques and technology, and the ability to control and coordinate all of them.

The social nature of management decisions consists of the interaction of employees participating in the implementation of the organization's goals, as well as the processes coordinating interactions and the management mechanism. It is necessary to take into account the needs and interests of people, motives, and suspicions of support and risks in the management decisions themselves or in the process of their creation and implementation.

The legal nature of the management decisions, the measures, processes, tasks to be performed must be within the framework of the current legal norms, i.e. the laws of the Republic of Uzbekistan, internationally accepted laws and regulatory documents adopted by the company itself.

The technological nature of management decisions is manifested in the provision of necessary technical and technological, informational and other resources to employees involved in the process of creating and implementing management decisions.

Depending on the development of management decisions and their implementation, the leader may have to work in an environment of cooperation with other employees, or in an environment of indifferent employees, or even in a hostile (hostile) environment of executives. It's all about preparation:

- information-related preparation: providing subordinates with information about the current and future directions of the company's activities, providing executives with up-to-date information in a timely manner and creating opportunities for effective use of this information, using modern organizational techniques and technology that have the ability to use and process information 'to provide;
- organizational training: providing organizational employees with the necessary material and intellectual resources, forming groups of employees who prepare management decisions and implement them; providing employees with instructions related to their job functions and duties (tasks); determining the deadlines and corresponding volumes of assignments; determining the procedure for submitting completed works;
- Socio-psychological training: formation of specific goals of management decisions and organization of their implementation; creating management decisions and their successful implementation, providing motivation and encouragement and support.

The activity of any organization consists of the effective periods of management decisions: creation of management decisions, selection of one of the management decisions and its implementation. This recurring specific situation can be defined in terms of goals and challenges as follows. The problem (M) is defined as the difference between the organization's goal (M1) and the corresponding situation (V), that is,  $M = M1 - V$ .

A group of problems is combined into one common problem. This common problem is an indicator of decisions to be made. Formulating a general problem reduces the total number of problems and makes it easier to see the main problem within these problems.

Because one problem can be related to another. As a result, it becomes easier for him to see the problems and create organizational measures against them due to the fact that one enters the other. Usually, there is a level at which problem mitigation is required. Reducing the problem can be achieved by changing the situation to a positive side or by aligning the goals of the organization. Management decisions that serve to change the situation in a positive direction are usually preferred. In this case, the negative impact of the problem on the organization's activities should be minimized or completely eliminated.

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