

## MANAGEMENT IN A CRISIS

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**Abstract:** This article presents management crises

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Modern management is accompanied by: intellectualization of decision-making processes; separation from general management: investment, marketing, innovation and others; the growing influence of managers on the final results; the need to increase the intellectual level of management and the use of information technology in management.

The features of management make it more complex and introduce additional development requirements into the work of managers: abilities that will allow you to quickly change the strategy; personal competitiveness; personal communication in order to expand interpersonal and network communications; knowledge of modern computer information networks to save time; constant self-learning of new management methods and technologies; understanding your own social responsibility and influence on subordinates, as well as the need to support universal values when making managerial decisions; creation of conditions for a warm working atmosphere in the team; systematic provision of subordinates with everything necessary in the process of work; active participation of managers in projects using new intellectual methods and technologies; formation of a positive personal image in the company and the company in the market; ways to increase the return on invested capital.

Modern management is based on the principles of consistency and situationality: openness of business organizations; the main conditions for business success are outside the organization; the main task of managers is timely and appropriate response to events outside the organization; sufficient attention to resources and technologies; effective decentralization of managerial decision-making; equality of participants in the management process; interest of all company personnel in its affairs and everyone's desire to prove themselves; the company's focus on the result that the consumer needs; working conditions are characterized by the search for rationalism, compromises, consensuses and cooperation; decision-making is aimed at the future, uses the development of creativity taking into account risk; attention to personnel who are able to solve complex tasks; the result is evaluated by the desire to ensure high quality in all areas of activity.

Global approaches to the study of management have formed the main management models:

1. The European model: the main task is to ensure the effective functioning of business and the employed by reducing taxes by the state;
2. The Swedish model: the main task is to create a social protection system for the population;
3. The American model: the main task is to focus on individual skills and narrow specialization, individual responsibility of the manager;
4. Japanese: the main task is an informal approach to building a structure, collective responsibility, a strategy of lifelong hiring, extensive use of borrowed funds;
5. The Ukrainian model: the main task is to focus on the command system, the predominance of formal ties, insufficient delegation of authority, poor use of knowledge and experience of employees.

In the practice of management in Ukraine, one can distinguish the following models: Soviet; common sense; international.

The main directions of management development in a crisis: changing the conceptual approach to the training of managers in higher educational institutions; creation of national schools for advanced training of managers; advanced training of managers abroad; independent formation of management personnel at enterprises; creation of state programs for training managers; use of a set of management mechanisms: targeted managerial impact; organizational order; self-government. The classical management model, based on the active use of targeted managerial influence and organizational order, remains appropriate for use in extreme circumstances, because it ensures the efficiency of resource coordination.

The main components of management in a crisis are the social responsibility of management and corporate culture. A person becomes a strategic resource of the organization. The objects of investment in human capital are: medical care, recreation,

sports, development of personal abilities. The internationalization of business structures leads to the formation of the concept of social responsibility of management to society. The culture of the organization becomes the basis of profit and competitiveness. Corporate culture can change over a short period of time, which makes it possible to achieve development.

Effective management uses: innovative activities consistent with the results of market environment research; marketing activities to align the characteristics of new products with the needs of consumers. The development of innovations shortens the life cycle of the product, and, accordingly, the market cycle of the product, which requires management to reduce the time for recoupment of production costs. The basis of management becomes: the ability of the organization to innovate; monitoring and analysis of the effectiveness of the organization; personnel policy taking into account market requirements; development of innovation parameters and restrictions on their use. The main task of the manager is to continuously improve labor productivity and its efficiency. The requirements for a manager are the presence of: managerial abilities and technical, economic, financial, sociological, legal, psychological knowledge. Therefore, a practicing manager needs to have his own targeted development program in these areas.

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