

PRINCIPLES OF MANAGEMENT IN MANAGEMENT

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Management processes can be defined as the basic rules arising from the objective laws and regulations of society, which must be followed by management subjects (offices) in the process of managing their specific objects. Management principles reflect the theoretical ideal that management should strive to achieve. The implementation of these principles will be a criterion for the efficiency and scientificity of management at all stages. Governing principles act as limiting conditions. In addition, it is necessary to follow them when evaluating the quality of management, that is, the results of the management process. In this sense, the quality and effectiveness of the work of management agencies become the evaluation criteria. For the formation, operation and development of the management system, in addition to the basic principles, it is necessary to observe additional principles, which are common to all systems of the management system:

— appropriate combination of specialization and universalization in the implementation of management (an appropriate ratio between specialization and universalization in the implementation of management work should be ensured);

— stability in relation to the external environment (when certain elements of the organization's macro- or microenvironment change, the management system must continue to operate and fulfill the set goals);

— economy of management (it is necessary to limit labor, material time, financial and other costs when choosing methods and tools for the implementation of management and achievement of goals);

— management efficiency;

— humanitarianism of management;

— compliance of the methods and means of influence with the laws specific to the object of management (in management, it is necessary to take into account the state of the object of management and the laws of development);

— appropriateness of powers to assigned tasks (the management must give management offices and employees the necessary powers to perform the tasks assigned to them);

— exclusion (only in case of major deviations from standards and regulations, the control system should be activated);

— combining centralization and decentralization in management (in each specific system of management, there should be an appropriate level of centralization (decentralization) of the performance of relevant tasks. The listed basic and additional principles of management are typical for any system. should be formed and operate on the basis of specific systems. For example, the following are the specific principles of personnel management: division of labor, individual dominance, subordination of personal interests to the common, etc. The modern system of management views that emerged in the West relies on the following management systems: — benevolence towards employees;

- responsibility as a condition of successful management;
- communications that cross the company horizontally and vertically;
- an environment conducive to the development of the skills of employees in the company;
- each employee's share in the company's results;
- timely response to changes in the environment;
- use methods that ensure job satisfaction when working with people;
- participation of managers at all stages of work as a condition for work coordination;
- the manager knows how to listen to the people he encounters at work;
- business ethics; — involvement of employees in management;
- honesty and trust in people;
- fundamentals of management: quality, costs, service, innovations, control of resources, reliance on employees;
- the quality of personal work and its continuous improvement.

More than 30 principles of management are presented in works on management theory. Moreover, in the social development, some of the principles of management, which are characteristic for the operation of the administrative command system of the economy, have lost their relevance, for example, the democratic ones that existed in the following decades of change. the principle of centralization. At the same time, new principles of management adequate to modern conditions are being developed, for example, the principle of stability against the influence of external environmental factors.

Management methods

Management methods are methods of influencing the management object (employee, team, socio-economic object of management) in order to achieve the set goals. It is divided into management methods and management process methods. Management methods describe the completed process of influencing the management object. Only certain things are done with management process methods. They traditionally include economic, administrative (sometimes they are called

organizational) and socio-psychological methods. Economic methods of management consist of a set of methods of influencing the economic interests of the object of management based on the conscious use of the requirements of economic laws. These methods can be divided into two groups:

- methods used by republican, regional, district offices;
- methods used by organizations (enterprises).

The first group includes tax systems and credit-finance mechanisms of the country and region, that is, economic factors of the external environment of the enterprise. The second group consists of: — system of financial incentives for employees;

— system of responsibility for the quality and efficiency of work;

— economic standards of the organization's operation (funding and labor productivity, profitability standards by product types), their marketing research, key indicators of product quality, level of production, including business plan analysis is developed based on Modern forms of economic incentives include:

— formation of the wage system in accordance with the quantity and quality of work;

— bonuses, awards, additions to the basic salary in the form of additional awards;

— participation of the employee in the organization's profit distribution;

- to provide privileges and reliefs to the employee in the form of the formation of a pension fund, to ensure the safety of the employee, to provide him with transportation services, residential rent and children's institutions, education, training, and his family to claim and organize vacations, to give privileges to the employee when purchasing products produced by the organization;

— providing preferential loans to the employee;

— preferential employee life insurance, etc.

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