



MANAGEMENT METHODS AND PROCESSES

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In addition to the listed forms of incentives, punishments and reprimands, reduction of benefits or complete removal of the system can be applied. Administrative methods of management include:

— system of legal documents of the country and region;

— the system of normative and methodological (mandatory) documents of the organization;

— operational management system (government system).

The system of legislative documents of the country and a certain region includes laws, decrees, decisions, standards, regulations and other documents approved by the republican and regional authorities for mandatory stay in the respective regions. Scientific, theoretical and practical aspects of management should be taken into account when determining their order, structure and content. The system of normative and methodological documents of the enterprise includes standards, methodologies, rules, regulations and similar documents that are used for a long time, as well as orders, orders and regulations approved by the management of the enterprise. These documents must clearly regulate the structure, content and interactions of all systems of organizational management. Operational management system is also important. There are three ways in which management can exercise its power, ranging from using it completely to giving it up completely. We are talking about orders, publicity, participation in management, delegation of powers and responsibilities. Sociopsychological methods of management are aimed at management in order to achieve the goals set as social-psychological processes in the team, maintaining the health of employees and a good moral-psychological environment in the team, complying with the requirements of laws and regulatory documents. The following are objects of management of socio-psychological processes:

- personal tariffs of employees and their mental and psycho-physiological characteristics;

— methods of organizing work and workplaces;

- the system of selection, placement, training and retraining of employees;
- information supply and its use;
- employee incentive system;
- moral and psychological environment in the team;



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- social and household conditions of employees.

Management of socio-psychological processes includes:

- development of norms of socio-psychological processes;

— to analyze, consider and control the implementation of these standards;

— development of measures for normalization and improvement of sociopsychological processes; — organization of these procedures and control of their implementation;

— lack of pressure from leaders on subordinates;

— sufficient awareness of team members about their tasks and work status;

— mutual demands of team members and the public;

— taking responsibility for the state of affairs in the organization (department) by each member of the team;

— satisfaction with belonging to the team;

— friendly and work criticism;

— free expression of opinions when discussing issues;

— absence of protracted task conflicts in the team;

- high level of mutual support, etc. To ensure a comfortable moral and psychological environment in the team, special knowledge and skills of leaders are required. The following should be used as special measures: scientifically based selection of employees, training of managers and periodic attestation, formation of work teams taking into account the psychological compatibility of employees, mutual understanding and cooperation among team members. socio-psychological methods that help to develop skills, the appropriate style of leadership. It is recommended to create sociomatrices and sociograms in the study of team building and interpersonal relations. It allows you to determine the level of team cohesion and the relationship of group members to each other, to determine the leader, and to determine the sociometric position and ease of employees. It should be noted that in practice the system of management methods is constantly changing. For example, in the transition from the administrative-command system to the market system, economic methods of management have developed. In addition, as a result of the democratization of social life and economy, the role of human factors has increased, and more attention has been paid to social and psychological factors. However, the management methods used in practice, as a rule, are complex, that is, they simultaneously take into account economic benefits, moral and material incentives, and socio-psychological factors. In this case, some methods complement each other in specific situations and allow to determine the impact of various factors on the object of management. In such conditions, managers of different levels should acquire complex methods of management, make the right choice and use the methods that are more effective in these specific conditions.

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