

**MANAGEMENT IN MANAGERIAL ACTIVITIES IN ENTERPRISES IS THE
MECHANISM OF ORGANIZING THE SYSTEM AND HOW IT WORKS?
DEVELOPMENT ISSUES*****Dadajonanova Martabakhan Mahmudovna****Candidate of Economic Sciences, Associate Professor**Andijan State Technical Institute*

Abstract: This article provides a detailed analysis of the goals, functions, tasks, objects and bodies of management, its organizational structure, the possibility of dividing the management system into different scales, and the possibilities of applying them in the activities of managers.

Keywords: Manager, management, motivation, socio-psychological, material, spiritual, structure, object, linear structure, management bodies, line-staff structure, functional structure, programmatic purpose structure.

It is known from modern management theory that the success and failure of any organization, regardless of its size, is closely linked to the activities of its employees, especially its management personnel. Because the present and future of organizations, their position in society, directly depend on the initiative of their employees, their dedication to teamwork, and the cooperation and solidarity of the organization's members, that is, on the healthy socio-psychological environment formed in the team.

These, in turn, consist of the socio-economic conditions created in the team, the motivation system, the mechanism of material and moral incentives, and the effective functioning of rationally formed organizational, regulatory and administrative systems in the organization.

For this reason, when conducting managerial activities in enterprises, management the mechanism of organizing the system and its Theoretical research into development issues is extremely relevant.

Economic management in a broad sense means the management of economic objects, processes, and relationships. In this interpretation, the presence of a human factor in each part of management, a management factor with the participation of people, seems invisible from an outsider's perspective. The continuous process of all management is management. This is the labor process of the management apparatus. In general, management can be described as follows: from the point of view of technology (how it is performed), organization (by whom and in what order), and content (what exactly will be done).

From an economic point of view, management is, first of all, a system of managing all economic problems, managing people. From a social point of view, management is, first of all, satisfying the social requirements of labor collectives, educating a person. The technology of the management process is the practical work performed by the employees of the management apparatus. Thus, the management process is the coordinated work of the head of the management

apparatus and people to achieve the set task. The management process is characterized by the implementation of the principle, operation, means and operation. Based on the essence of the management process, the following stages can be distinguished: goal, situation, problem, solution. Management activities are performed in the indicated sequence. Any activity should be aimed at targeted management, since management is carried out to achieve the goal. The next stage of management is called situation analysis. At this stage, a set of tasks, an assessment of the state of the system, ways to improve it, measures to get rid of elements that interfere with work are taken. At the problem stage, the main contradictions in the current state of the system are identified, what needs to be done to improve the system's performance. The decision stage is the leader's transition to practical work. Once the decision is made, it has a clear impact on the managed systems, including simple management actions. is performed[1].

The management system of companies cannot be imagined without a structural structure. The structural structure of management refers to the number and composition of management levels and stages. The simplicity and clarity of the organizational structure of a company's management guarantees its high efficiency, that is, the fewer levels and levels in the organizational structure of management, the more effective the management.

Structure Latin word is, things structural parts mutual depending on the location, structure indicates.

A management structure is a set of various interconnected management bodies and units that implement management goals and perform their functions. understood. Certain bodies are created to solve certain management tasks. The system of management bodies, the subordination of lower bodies to higher bodies and the interaction between them constitute the concept of management structure. Such a structure is usually called the structure of the management apparatus. It indicates the composition of the departments of any management body, for example, the management apparatus of a ministry, the management apparatus of an enterprise[2].

The management structure is also represented by the production structure. In this case, the initial and determining factor in the organization of management is production. process become is considered. SHE IS mutual connected main, assistant and service processes, which require a division of labor between departments and employees. For this purpose, production departments and their specific management apparatus areis being compiled.

The set of divisions, their composition and forms of interaction constitute the production structure of enterprises. Each enterprise has its own production structure.

Thus, the goals, functions, tasks, objects and bodies of management determine its organizational structure. by designating The governing bodies that form organizational structures are in the form of management links and management levels. will be.

A control unit is a unit that performs some or all of the functions of control. independent structural are departments, this sections between connections and relationships are horizontal in nature. The control level is a level of control that operates at a certain level of the hierarchy. It is a syllable.

The levels of control indicate the sequential subordination of one control level to another, usually a lower level to a higher level. This is a vertical division.

The composition of all links and stages and the order of their mutual subordination, the rights and duties of each management body and link, as well as the order of relations between them, and organizational elements of management, such as information, constitute the management system[3].

The management system can be divided into different scales, for example: management of the entire national economy, sectors and districts of the country, management of enterprises within each sector and district, management of departments within enterprises, workshops, sections, etc. In turn, management of the entire national economy is also carried out at the level of hierarchical levels at the sector, association and enterprise levels. The national economy system is divided into a subsystem consisting of several sectors, which in turn are divided into a subsystem consisting of several associations. An association also consists of several enterprises. In this hierarchical system, the enterprise is considered the primary unit of the national economy. In terms of scale, these links can be chained as follows: $X/X > T > B >$

The purpose, functions and tasks of management are the primary characteristics that determine the management structure. The organizational structure of management should be designed in such a way as to facilitate the successful solution of the tasks facing management. In this regard, this structure should meet the following requirements: The number of links and stages in the management structure should be optimal. An unreasonable increase in the number of links and stages leads to: an increase in the cost of maintaining the management apparatus, an increase in the path and time of information transfer, the emergence of parallelism and duplication in management, the emergence of elements of irresponsibility in management and, ultimately, a decrease in management effectiveness. The management structure should ensure the operational functioning of the management apparatus necessary. [4].

Thus, the more perfect the management structure, the more effective the influence on the production process. The following main types of organizational structures of management are known: linear structure, linear-staff structure, functional structure, linear-functional structure, program-target structure, matrix structure of management.

The linear structure is the simplest type of management structure, It looks like this. In this case, all management functions are concentrated in the hands of the head of the enterprise (1), and all subordinate managers (A, B, V) and production cells ($A_1, A_2; B_1, B_2; V_1, V_2$) are subordinate to him. Each manager manages the activities of the unit entrusted to him on a solo basis and makes all necessary decisions independently. Subordinate employees carry out only the orders of their immediate superiors. A higher-ranking manager should not address employees without referring to their immediate superior.

For example, the director of the enterprise should not give orders to the master, bypassing the head of the shop. This opens up a vertical line of leadership and a direct path to influence subordinates.

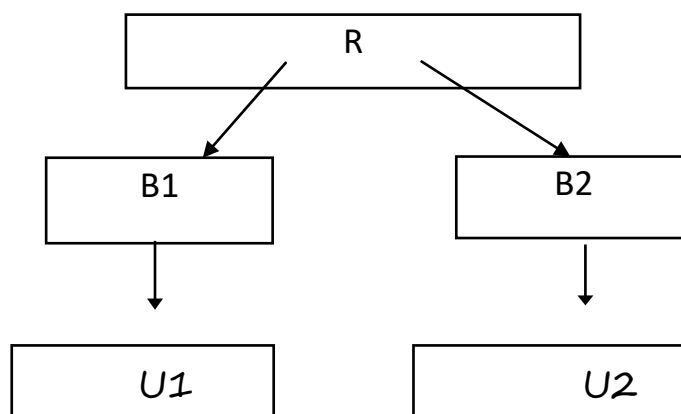
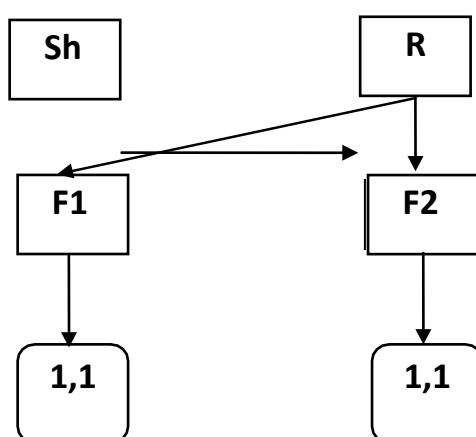


Figure 1. Linear control structure.

The linear structure of management can be justified in uncomplicated production conditions, when the tasks of the performers are simple, and the volume of orders and information is small. The increasing complexity and expansion of production require the differentiation of management functions, which leads to the emergence of a linear-staff structure instead of a linear structure.

The line-staff structure is organized by creating specialized services, advisory councils, or headquarters under each line manager. This structure looks like this:



2. Linear-staff control structure.

The task of the headquarters is to help leaders make decisions by studying various problems. The main reason for the need for such headquarters is the increasing complexity of functions in organizations.

Here, the division of labor is determined by two types of goals and tasks. Line managers are responsible for the implementation of primary tasks to achieve the main goal of the enterprise, while those at the headquarters are responsible for the implementation of secondary tasks subordinate to the primary tasks. They perform an advisory function. The main task of line managers is to determine the appropriateness of the proposed positive and negative advice and to accept it unconditionally. In such cases, both sides try to please their own and maintain their own reputation. As a result, a conflict arises in the middle comes out.

The functional structure of management is aimed at specializing managers and structural units in various tasks and management activities in specific departments. In this case, each management unit is assigned certain functions. For example, one is engaged in marketing, another in production, and the third in financial management. Functional specialization of the management apparatus significantly increases its efficiency.

Management everyone functions to do necessary was universal instead of leaders own field thorough who knows, own to the state has was, to oneself The emergence of a staff of specialists responsible for the assigned work area The functional specialization of the management apparatus will significantly increase its efficiency. Instead of universal managers who must perform all management functions, a team of specialists will appear who are well versed in their field, have their own staff, and are responsible for the work assigned to them.

Functional divisions directly manage the activities of all subordinate structural divisions (A1, A2, A3, B1, B2, B3). Functional management involves the management of the activities of lower-level bodies and divisions on a narrow range of issues related to the competence of a particular function. provides.

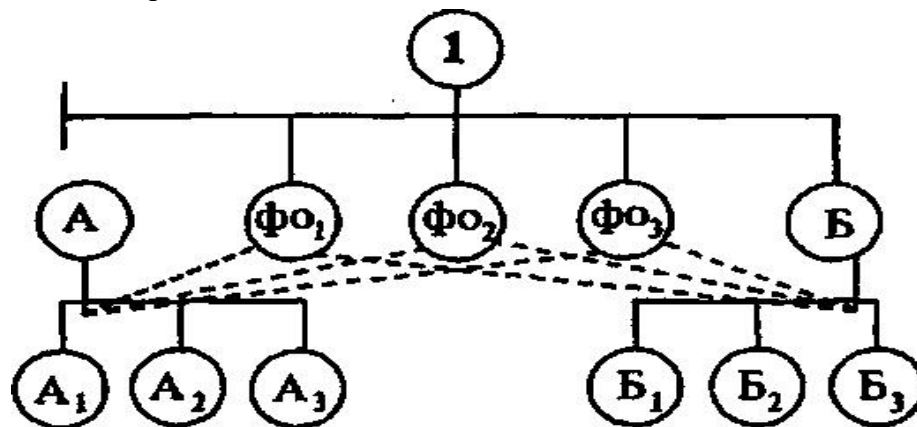


Figure 3. Functionality of control structure.

In the linear-functional management structure, the main management is linear management. At all levels of management and in the management of independent sections, linear managers are allocated. They are given the right to independently manage production and economic activities, which is fully responsible for the results obtained.

Solving many problems in modern business operations requires horizontal coordination and coordination.

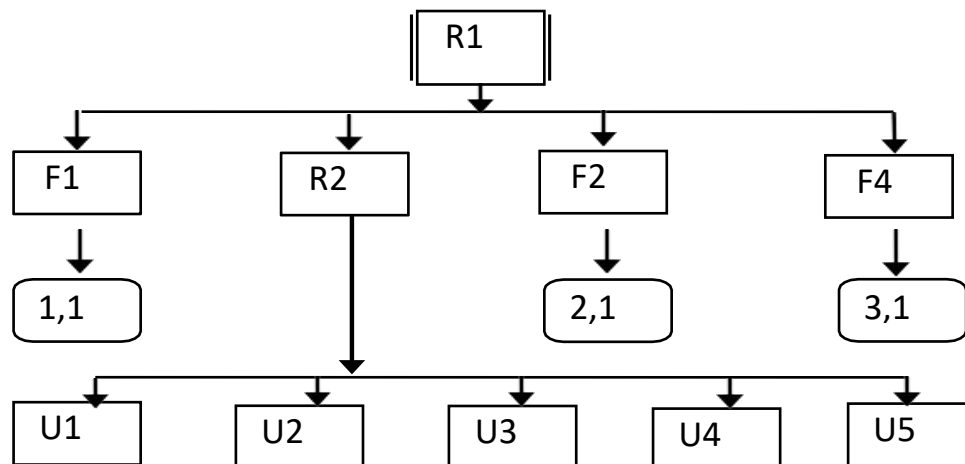


Figure 4. Lines of control are functional. structure .

For example, if an enterprise switches to the production of a new type of product, it will be necessary to develop a new norm for material consumption, revise labor standards, train and retrain workers in various professions, determine the need for new materials, establish contacts with suppliers, introduce new technologies and equipment, etc.

These problems are solved by creating new organizational management structures, or rather, by making adjustments to linear-functional management structures. Such a structure is called a program-targeted structure. It has the following form (Figure 5).

Project management, product management, matrix structure. Project management is used in cases where there is a need to introduce new techniques and technologies in a short period of time. is applied.

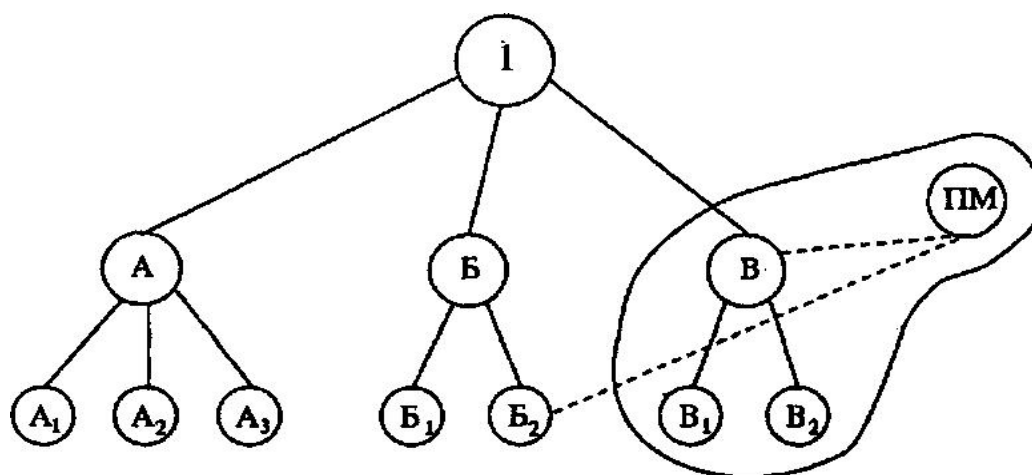


Figure 5. Programmatic targeting of management structure.

In the matrix structure of management, the horizontal is divided into functional tasks (production, sales, advertising, etc.), and the vertical is divided into special groups that are engaged in the implementation of innovations in the field of technology and management. According to this structure, four new product projects are developed simultaneously. A separate manager is responsible for each project. All four groups are involved in the entire process, from product design to sales.

When coming to final conclusions about the management system, we found it necessary to pay attention to the following.

None of the organizational structures of management that have been developed can be considered a formal structure. Therefore, each enterprise must choose the type of organizational structure that best meets its requirements, based on its goals and the specific characteristics of the economic environment.

The enterprise management system is a systematic and goal-oriented influence of economic management bodies, enterprise administration, and public organizations on a team of people, through them on the material and material elements of production, and on their interaction, with a view to achieving economic and social results. is to show.

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