

Improvement of the Management System of Construction Organizations

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Abstract: This article analyzes the stages of the sequence of organization of the organizational and collective (complex) construction of the management system of construction organizations. Using the flow method of construction organization, the criteria for the calculation of the duration of construction and the parameters of the work determining the distribution of capital investments in construction have been defined.

Keywords: construction, national economy, organization, management, labor, subordination, development, technology, methods.

Today, construction is considered the main branch of the national economy, and it plays an important role in the development of all areas of production, in increasing the productivity of public labor, and in raising the material and cultural level of the life of our people. Construction organizations play an important role in the construction of objects of civil, public and industrial importance in our country.

The organizational structure of management is a set of methods by which the work process is primarily divided into separate work tasks. This is then achieved by coordinating efforts to solve problems. In fact, the organizational structure of management determines the distribution of responsibilities and powers within the organization.

The basic concepts of organizational management structure are elements, relationships (relationships), levels and powers. The elements of the organizational structure of management can be individual employees (managers, specialists, employees) and one or more specialists who perform certain functional tasks. In general, there are two directions of specialization of the elements of the organizational structure of management:

- a) depending on the composition of the structural divisions of the organization, units of the organizational structure of management are distinguished, which carry out marketing, production management, scientific and technological progress, etc.;
- b) depending on the nature of the general functions performed in the management process, planning bodies are created that control all processes in the organization, organize production, labor and management.

The relationship between the elements of the organizational management structure is supported by relationships that are divided into horizontal and vertical divisions. The first has the character of

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coordination and one level. The second is the relationship of subordination. The need for them arises when there is a hierarchy of building a control system, that is, when there are different levels of management, each of which achieves its own goals.

In a two-level structure, upper levels of management (management of the organization in general) and lower levels (managers who directly manage the work of executives) are created. In the structure of three or more levels, a middle layer is formed, which in turn can consist of several levels.

Many requirements are placed on the organizational structure of the board, which are of primary importance for management. They are taken into account in the principles of formation of the organizational structure of management; their development is devoted to many works of local authors in the pre-reform period. The main principles of these principles can be expressed as follows.

1. The management structure of the organization should, first of all, reflect the goals of the organization and therefore be subject to production and its needs.
2. It is necessary to ensure optimal division of labor between management bodies and individual employees, to ensure creative nature of work and normal load, as well as appropriate specialization.
3. The formation of the organizational structure of the management should be related to determining the powers and responsibilities of each employee and management body, establishing a system of vertical and horizontal communication between them.
4. It is necessary to maintain the compatibility between the functions and duties on the one hand and the powers and responsibilities on the other side, which leads to the dysfunction of the management system as a whole.
5. The organizational structure of the organization is the sufficient socio-cultural environment of the organization, which has a significant impact on decisions on centralization and detailing, distribution of authority and responsibility, independence of leaders and managers, and the scope of control. In practice, these attempts to blindly copy the organizational structure of an organization that operates successfully in other socio-cultural conditions do not guarantee the desired result. The implementation of these principles means that it is necessary to take into account when forming (or reorganizing) the organizational structure of management, which is influenced by many different factors.

The main factor that “determines” the possible contours and parameters of the organization's management structure is the organization itself. It is known that organizations differ according to many criteria. Many organizations in the Republic of Uzbekistan predetermine a number of approaches to building organizational structures of management. These approaches depend on different commercial and non-commercial organizations, large, medium and small, at different stages of the life cycle process, on different levels of division and specialization of labor, on its cooperation and automation, hierarchical and “flat”, etc.

Undoubtedly, the organizational structure of the management of large enterprises is more complex than what is necessary for a small firm, where all the functions of management are sometimes concentrated in the hands of one or two members of the organization (usually a manager and an accountant), where the design of formal system parameters no need.

The growth of the organization and therefore the volume of management work, the division of labor develops and special relationships (for example, personnel management, production, finance, innovation, etc.) are formed, their coordinated work requires coordination and control. It is imperative to build a formal organizational management structure with clearly defined roles, relationships, powers and levels.

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The organizational structure of the management of any production system includes a set of functional relationships in certain production relationships, as well as a system of goals, functions and tasks, rights and responsibilities that are rationally distributed among all relationships of the enterprise.

Management rationalization is the development and implementation of measures aimed at the improvement and gradual change of the management system or its individual elements (organizational structures, processes, technologies, procedures, operations). Management rationalization includes organizational-technical, socio-economic, information-communication, social-psychological, sanitary-hygiene and complex measures.

Communication, information flow and document circulation in the organization are important elements of the management structure. After all, an organizational structure is a system of actions of people and their groups that enter into various relationships to achieve common goals.

Such diversity of the organizational system cannot imply the use of only one - formal or informal methods. Therefore, it is necessary to approach the design of the organization mechanism, which consists of a collection (systemic approach, target-program management, organizational modeling) of scientific methods and principles of organization, from the point of view of carrying out high expert-analytical work, relying on the experience of our own and foreign experts.

Organizational and technological design is an important measure of construction organization, the solution of which should be implemented for each facility taking into account social, economic, technical, resource and organizational aspects. The volume of construction will increase further, which is primarily due to the modern development of life, lack of resources, and increased demand for housing comfort.

New, more complex and voluminous tasks require further improvement of organizational and technological design, which can be formulated with the following main directions of improvement of this issue:

1. Development of new, sensitive organizational methods based on modern technologies, methods, organizational process automation tools, workforce qualifications, etc.
2. The use of modern computing methods, taking into account the interaction of new technologies, resources and organizational methods. Features of the architectural solution of new buildings and structures, structural elements and other factors.
3. Development of new methods of organizational and technological design.
4. The development of this direction is related to the study of all aspects in the field of organization, but it has already been tested with a minimal margin of error in organizational decisions and techniques using developed schemes with a long history of use.
5. Development and implementation of advanced technologies based on industrial methods of automation, improvement of the structure of the fleet of machines and mechanisms and their quality composition, optimal combination of construction machines, small mechanization tools and vehicles. Improvement of existing and creation of new special mechanization and automation tools for working in limited conditions.
6. A proposal to develop effective forms of economic incentives, methods of improving the investment cycle, orienting the participants of the construction complex to final results, finished construction products, ensuring the unity of construction sites and production base enterprises as a special limit of the construction cycle.

The development of the above-mentioned and other areas helps to further increase the effectiveness of organizational and technological design in the specific features of construction organization.

The analysis of the calendar plans for the construction of specific objects showed that they do not meet the requirements of the construction standards. Therefore, based on the analysis of building organization norms, the current recommendations of the Central Election Commission propose a methodology for developing a calendar plan to ensure compliance with the requirements of touch provision standards that ensure uniform use of resources. For this purpose, a graphic-analytical model of construction organization is proposed, which can be used in the practice of project organizations, by changing the parameters of the auxiliary group and the group of linear objects (communication), dividing objects into groups and regulating the development of investments.

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