

Article

Socio-Economic Nature and Specific Aspects of Management Methods

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Abstract: In this scientific article, the main reason for the innovative development of enterprises in our country today is the fact that the old methods of management are still not being abandoned, the emergence of new management methods over the last half century, and the most widespread of their work. system, total quality management, "definite time" management, time management, etc. are shown, industrial Proposals and recommendations were developed on the socio-economic nature and specific aspects of management methods, existing problems in practice and ways to eliminate them.

Key words: management methods, management mechanism, management problems, types of management, innovative management, total quality management, management on "definite time", time management, industrial enterprise, production, organizational structure, management processes, "human relations".

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1. Introduction

In the current globalization, the development of the world economy and regions depends on blind factors and conditions. One of these factors is the development and improvement of scientific-theoretical methodological aspects of management science. Management is derived from the English word "management" and means management. The development of management science goes back to the blind ages. In this regard, there are different opinions and views among researchers-scientists. In their work, it was customary to distinguish between classical and neoclassical views. Therefore, they connect the origin and development of management science with the period. In our opinion, it is closer to the truth that the science of management is related to the development of production in the world. For example, in the late 17th-early 18th century, management also developed

rapidly as a result of the processes associated with the development of manufacturing in England, the machine-building industry in France, the metallurgical industry in Germany, metal processing in Russia, and the development of the automobile industry in the United States, and from this period it is more correct to consider that the science of management has begun to form.

In order for the economy of Uzbekistan, including the enterprises of the construction materials industry of our country, to be able to perform stable activities in the competition with foreign enterprises, it is necessary to have a competitive production system, and such competitive production requires high-quality and low-cost construction materials. can be formed by Here it is necessary to emphasize that the use of innovative methods and approaches in management processes is considered one of the most important factors for creating competitive production in construction materials enterprises. In this case, these methods and approaches envisage the interrelated conduct of scientific and technical, production and financial activities in the conditions of the new institutional environment. Including, regardless of the company's initial status, market share, production scale, organizational and legal status, and similar characteristics, these methods it is necessary to ensure an increase in profit indicators, taking into account the optimization of production and its management system at construction material enterprises. During the intensive transformation of innovative activity into a decisive factor in sustainable development, the organization of rational and effective management of these processes is considered to be an effective tool for increasing the competitiveness of enterprises of the construction materials industry. The sustainable development of the enterprise is ensured by the rational use of resources within the framework of priorities selected with the possibilities of accumulation of resources in the innovative field, the use of innovative methods and approaches in management. It should be noted that the innovative process, which is considered as a prerequisite for sustainable development, faces the problem of the absence of an effective system for making innovative management decisions and evaluating their effectiveness.

In the conditions of the formation of the innovative economy in Uzbekistan, there is a need to ensure the stable development of construction materials industry enterprises and to introduce innovative management methods in their activities. Solving this problem ensures the competitiveness of construction materials industry enterprises in local and international markets and prepares the ground for the rapid growth of the country's economy.

In order to reduce these external influences on the enterprise, managers of the enterprise should develop an effective strategy. However, this requires strong intellectual potential. Therefore, the training of highly qualified personnel in the management mechanism is the main task of today. Development of a strategy for the improvement of the management mechanism is a requirement of the present day. In this regard, the 2022-2026 program for the transition from the Strategy of Actions to the Strategy of Development, put forward by our president, now pays attention to these main directions.[1] It should be mentioned that the first direction of this program is devoted to the development of science and education.

Thus, not only to study these aspects and importance of management methods, but also to improve them, give comments by the author, find their place in the science of management, that is, to introduce them in practice, to increase the efficiency of enterprises, in general, to develop products. Increasing its quality, strengthening its competitiveness in the world market is considered a necessity and an important scientific issue of the present time.

Analysis of literature on the topic. In economics, management is a multifaceted concept. As a particularly important phenomenon, management is considered to be a process and actions of the subject of management in a goal-oriented manner in relation to the managed object.

Management as a process is a set of sequential functions that include planning, organizing, regulating, motivating, controlling and accounting. As a system, management is a set of interconnected elements such as people, information, and structure.

Based on these, management is considered as a branch of science that deals with management issues. In addition, management refers to the management apparatus, which includes people who coordinate personnel work in any enterprise.

The management process has been considered an important part of human activity since ancient times. The management process was first formed under the influence of the production method, and from the 18th century it was conditioned by the development of market relations. The well-known American researcher-scientist M. Meskon, who is the author of many scientific works on management problems, believes that there have been three levers of management in history.[2]

The management method is the means and measures of the management entity to influence the team, as well as some employees, to achieve the set goals. [3]

A collection of methods forms an approach. Approach is a set of syntagmatic and phragmatic structures and mechanisms in consciousness or practice, which describes a competing system of programs and strategies in philosophy, science, politics or organization of people's life and work.[4]

In the modern science of management, it is accepted to distinguish four approaches: approaches based on process, systematic, situational and differentiation of different schools.

If we clarify the place and essence of management science, theory and practice from the point of view of the present era, the term "Management" comes from the old English word "manage" - to ride a horse, to drive (manage) a horse. It is rooted, which in turn goes back to the Latin word "manus" - "hand". Now the general meaning of this term is accepted as "management".

Research methodology. In the article, the comparative comparison of the socio-economic nature and specific aspects of management methods, the study of statistical data and economic comparison and analysis, logical thinking, scientific abstraction, analysis and synthesis, induction and deduction methods are widely used.

Analysis and results. Today, the main reason for the innovative development of enterprises in our country is the fact that they still do not abandon outdated management approaches. During the last century, many new methods of management appeared. As the most common of their work, it is possible to point

out such things as the system of balanced indications, total quality management, management according to the "definite period", time management.

These methods have been sufficiently studied so far, many scientific works have been carried out on them, including some enterprises in our country are using these methods in their activities. Despite the fact that many businessmen and researchers-scientists in this direction are working on the methodology of using the indicated methods and the issues of their introduction, there are still some problems in this direction. Most of these problems are illustrated in Figure 1 below.

First, let's clarify the hardware. Method in the general sense (in Greek, meta -...to, odos - way) means a conscious way to achieve a certain result, to perform a certain activity, to solve certain tasks. That is, a question about a method is a question about a certain way or direction. A method is a field of authorship, which means that it was created by a specific person or group of scientists. The method arises as a response to the needs of society and time, and it tends to become obsolete and become other methods.

Management methods such as total quality management and time management are slowly entering the practice of Uzbek industrial enterprises, but methods such as the universal system of performance indicators and interim management are still unfamiliar to the management of our country's industry, including construction materials industry enterprises. remains.

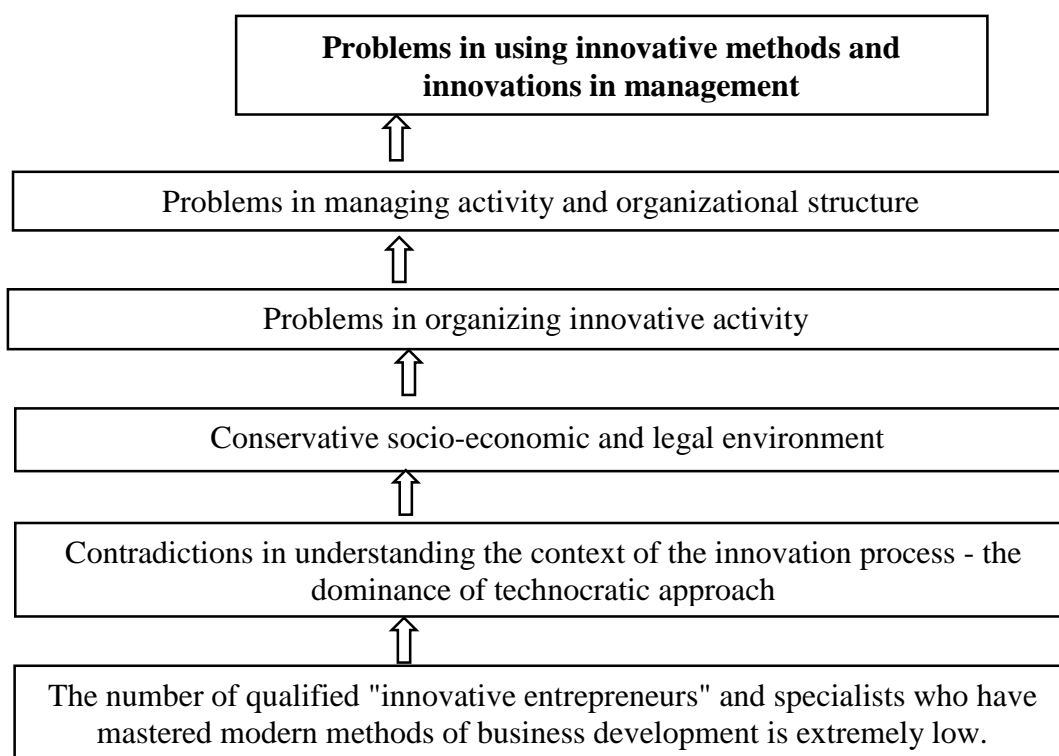


Figure 1. Existing problems in the application of innovative management methods and approaches in construction materials industry enterprises

Appropriate schools of management have been formed at each stage of management development. M. Meskon distinguishes four such schools:

1. School of Scientific Management;
2. Classic management school;

3. School of Human Relations and School of Behavioral Science;

4. School of management science.

On the basis of the above-mentioned opinions and views, it will be possible to draw up a unique development "tree of development" of management science and practice (Fig. 2). The formation of management as a whole system took place during the 20th century, and until now this system has gone through eight stages in its development history.

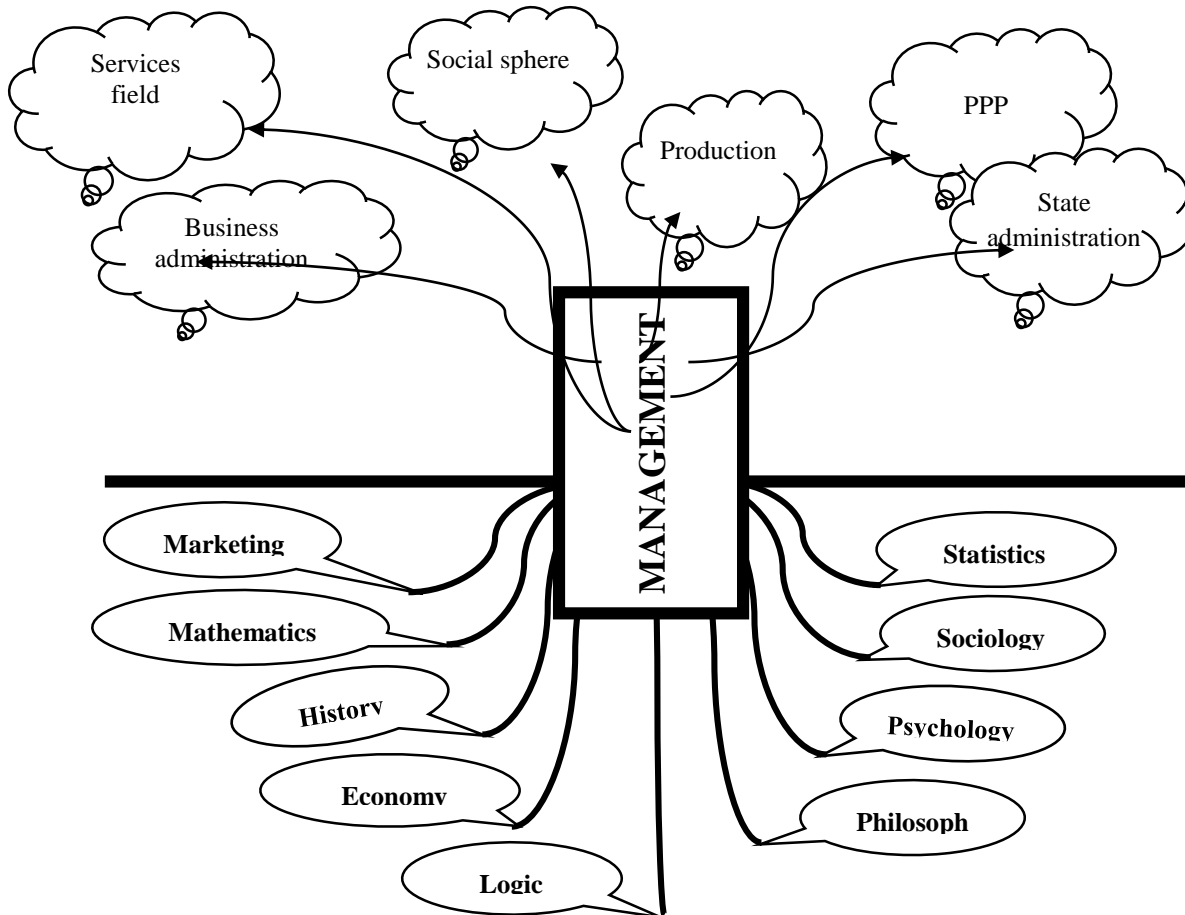


Figure 2. The "tree of development" of management science and practice

The first stage began at the beginning of the 20th century with the publication of the book "Principles of Scientific Management" by F. Taylor (USA).[5] In this work, F. Taylor first described the scientific approaches and principles of management system organization.

The second stage is related to the emergence of the classical (administrative) school of management, the foundations of which were developed by A. Fayol, L. Urvik, D. Muni, R. Sloan, etc.[6] During this period, the need for theoretical study of management functions and principles was realized.

The third stage is characterized by the emergence and development of "human relations" in management processes, and this stage is also called the "neoclassical stage" in the history of management.

The fourth stage is based on the achievements in the fields of psychology and sociology, which determined the role of man in the management system.

In the fifth stage of management development, quantitative methods of justifying management decisions began to be widely used. It was possible to achieve this in practice with the increasingly widespread use of economic-mathematical methods and electronic computing techniques.

In the sixth stage, a new approach to the development of management theory was developed, based on the fact that the organization is an open system. By this time, I. Ansoff developed his theory of strategic management [7], and M. Rorter developed his strategy of competitiveness. [8]

In the seventh stage, new types of management appeared, for example, a strong "organizational structure" mechanism, which was successfully used in Japan.

The eighth stage corresponds to our days, in which three main trends are observed - the realization of the importance of the material and technical bases of production at a new level, the democratization of management methods, and the strengthening of international features of management within the framework of an open economy in many developed countries.

Summary. The processes of formation of management as a whole system have an evolutionary nature, and it has gained a strong place in social and economic activity by developing all the best features of the art of management in the history of mankind. At the same time, management reflected the best achievements and values of human civilization with the change of times. As a result, the issues of improving the mechanism of using management methods in the enterprises of the building materials industry, which is the problem of our research, are directly related to the issues of management and its development today.

It should be noted that management innovations in the management system collide with factors of objective and subjective characteristics. Factors that hinder management innovation include:

- the opposition of new and old things (innovations inevitably lead to changes in the old system existing in the enterprise and require a change in its organizational structure);
- complexities in implementation, which make many managers hesitate at the stage of feedback due to their lack of experience;
- the complexity of management innovations.

Subjective factors include:

- low qualification of workers (many managers and specialists of enterprises do not have the necessary and sufficient knowledge on the effective organization of management work, and some employees are not at all ready to work in new conditions);
- insufficient integration of theory and practice;
- distrust of foreign experiences and theories.

Initially, it existed in the form of a hierarchy - a lever for controlling the distribution of material goods and exerting pressure on people from above using coercion. Later, this culture, i.e., group values, social norms, guidelines, rules, patterns of behavior, habits formed over time, makes a person behave in a certain order. a compelling lever appeared. Finally, the management got a lever of market relations based on the sale of products and services and the equal rights of the interests of the seller and the buyer.

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