

THE ESSENCE AND REQUIREMENTS OF MANAGEMENT DECISIONS

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Annotation: This In the article, I have provided the necessary information about the essence of decision-making in the field of management and its requirements. It would be more correct to say that a leader, that is, a " **person**" **who manages employees** , when making a decision, it should be a decision that benefits everyone in every way, that is, the current and future activities of that organization. Therefore, I personally believe that the decision made by a leader can solve many things, and the article emphasizes precisely such situations.

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A **decision** is a choice of a specific course of action to be taken. In other words, a **decision** is a decision to come to a conclusion or a certain opinion in choosing one or another path. Each of us makes dozens or hundreds of such decisions a day, and thousands or thousands of them in a lifetime. For example, choosing which clothes to wear from the wardrobe, which food to eat from the menu, choosing a mode of transport to get to the destination, choosing a profession, etc. We can give many such examples. The need to make a decision arises as a result of the existing situation, its inconsistency with the necessary one. For example, a price strictly set by the state cannot fulfill its function in a market economy. Therefore, a decision is made to liberalize prices. Decision-making occurs when there are alternative ways of making a decision , and the leader chooses one of them, the most optimal. To find the most effective solution, the leader must adhere to the proverb "measure seven times, cut one." Decision-making is a concern that constantly occupies the mind of the manager. The manager makes decisions on a wide variety of issues - production and personnel, organizational and economic. The manager can make a decision on a one-man basis, involving assistants and the public. Any management decision is considered expedient only if it is effective.

Strategic decisions are important in achieving goals. They are made by top management bodies to develop fundamental and promising programs. Such programs include:

1. Deepening privatization processes.
2. Creating a competitive environment.
3. Achieving deep structural changes.
4. Examples include programs such as small and private business development.

Tactical decisions are current, operational decisions on the means and methods of achieving the goal. For example:

- Drawing up and implementing current plans of the enterprise, firm.
- Solving personnel issues, etc.

These decisions are made by senior and middle managers for a period of up to two years. General decisions concern the same problem and apply equally to all levels. For example, the beginning and end of the working day, lunch time, payment deadlines and other breaks. Special decisions concern a narrow range of problems and are made for a specific department of the

enterprise or a group of employees. Stereotyped decisions are usually made within the framework of strict instructions, regulatory documents. Such decisions are sometimes made on a daily basis, sometimes on issues, but changes mainly concern deadlines, certain quality parameters, and performers. The manager usually makes stereotyped decisions without much preparation. Such decisions include orders issued on hiring and firing employees, and on managing the activities of the enterprise as in a brochure. Initiative decisions, by their nature, are decisions that are non-commercial, and by their content, they are decisions that provide for the future. Such decisions require a careful and detailed study of the situation, reliance on special observation materials, and the implementation of special calculations. Initiative decisions are made on the basis of free action. Traditional decisions are decisions that are made in typical situations. Their scope of application is known in advance. An example of this is decisions regarding the adoption of a production program for an enterprise or firm. Recommended decisions are close in essence to initiative decisions, and they reflect recommendations for improving the activities of the enterprise. Specific decisions are made only when complete information is available. Therefore, the probability of such decisions being implemented is close to one. Uncertain decisions are decisions made with risk - based on incomplete information. In other words, such decisions are decisions made at risk in cases where it is not possible to assess the expected result. An urgent (operative) decision is made for immediate execution. For example, decisions made in cases of natural disasters to eliminate them fall into the category of such decisions. Regular decisions are made within specified periods. For example, decisions made at the end of economic activities (decade, month, quarter, half-year, nine-month and annual) are examples of such decisions. Among the decisions made, there are also decisions made on the basis of unilateralism and consensus. However, decisions based on unilateralism are often subject to justified criticism. The reason is that the leader makes a decision based on unilateralism in most cases in order to show off. 80-90 percent of the activities of such a leader are based on command. This causes tension in the team. If management decisions are not made based on the opinion of the team, the relationship between the manager and subordinates will inevitably become strained, mutual trust will be lost, and conflicts will arise. Consensus often occurs in decision-making in emergency situations, as well as in cases where there are no "Coalitions" in opposing groups.

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