

GROUPING THE CHARACTERISTICS OF THE DECISION-MAKING PROCESS IN ENTERPRISES

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Annotation: *The article describes the characteristics of the decision-making process in enterprises and their grouping, the reasons for decision-making. Some problems in the decision-making process are also described. Appropriate recommendations have been developed to improve the efficiency of the decision-making process.*

Key words: *decision-making, characteristics of management decisions, reasons for decision-making, information supply*

Introduction

Decision-making is directly related to the purposeful activity of a person. In personal life, everyone makes decisions about choosing a profession, starting a family, spending holidays, dividing the budget, etc. The formation and selection of these decisions, as a rule, is carried out through the integrity of logical thinking and intuition.

At the same time, a person prepares and makes various decisions within the framework of his official activities. Such activity characterizes the work of the leader, who both personally makes decisions and organizes the work of employees in the preparation and implementation of certain decisions. The basis of decision-making by the manager should be based on scientific principles and methods.

A management decision is a product of management work, and its adoption is a process that leads to the emergence of this product.

The relevance of the topic is that with the presence of uncertainty and the increase in the number of variables of the problem being solved in enterprises, finding solutions becomes more complicated, which requires reliable action methods that help managers make a rational choice from

alternative methods. Based on this, when making a decision, it is necessary to study and group their characteristics, to study their essence in depth.

The main part

The management decision is a creative act of the management entity, which determines the program of the team's activities to effectively solve the current problem based on the knowledge of the objective laws of the controlled system and the analysis of information about its condition. A decision is a choice that a leader must make to fulfill the responsibilities of his position. The main purpose of decision-making is to ensure movement towards the tasks set before the organization.

Many decisions are developed, adopted and implemented when organizing management activities in enterprises . The classification of management decisions is different, based on their characteristics, we describe them as follows.

Table 1

Grouping of management decisions in enterprises according to their characteristics

T.R.	Classification marks	Types of decisions
1.	In essence	The most important that should be sold In accordance with personal issues
2.	According to the level of ity of the participants of the agement process	Initiative On the basis of the higher orders of the erning bodies
3.	According to the content	Organizational - administrative Economic, production, export Human resources
4.	According to the execution	Strategic (long-term) Tactical (annual) current (operational) Regular (periodic)
5.	On the organization of sion-making	Collective Individually

Thus, management decisions are at different levels, specific to different groups, and may have different levels of effectiveness. Above, we can point out the diversity of problems, situations and factors in the activity of the enterprise as the reason for classifying the decision-making process according to different characteristics.

Features of the management decision-making process. The stage of preparation of the decision . The content of the analysis of the management decision-making process is determined by the generally accepted structure of the management period. The number of stages, their sequence, the amount of work performed and the duration of each of them are determined depending on the type and importance of the decision being made.

Reasons for decision making. During the analysis of management activities, eight main reasons (situations) that led to the adoption of management decisions are identified. Only one of them reflects the strategic direction of management - it is the emergence of a new state of the managed system.

We can list the following reasons for making management decisions in enterprises :

- emergence of a new situation(s) of the managed subsystem;
- deviation of the controlled subsystem during operation;
- expiration of the previous decision;
- the need to correct a previously made decision;
- non-implementation of the previous decision due to insufficient responsibility of the executors;
- control the activity of the production enterprise and departments;
- organization and conduct of events;
- the need to solve the current problems.

Providing information . Management decisions, orders, instructions, plans, orders of higher authorities are used as the main source of information. At the same time, it should be noted that decision-making always requires certain normative, legal, production norm information and other materials and instructions. In other words, the decision-making stage will have to be organized and ensured taking into account the existing legal provisions.

The low level of good implementation of the information supply system leads to the use of a large volume of different information requested from different sources, which certainly affects the quality of the process of preparation of management decisions.

Decision making . The development of decisions is entrusted to specialists working full-time in the main staff. They participate in the preparation of decisions. It is desirable to make more extensive use of assistant executives to search for, find, and develop a plan for the implementation of decisions. This indicates the need to involve advanced

lower-level managers who are the basis for obtaining basic information and implementing solutions.

Decision making . The management decision, which ensures the influence of the management body on the managed system, requires the implementation of strict formalization rules. Currently, some orders are issued arbitrarily and in a very vague form . The existence of plans, programs, specific deadlines for the implementation of planned activities is characteristic of only one-tenth of management decisions (current), mainly related to organizational-methodical activities and production control. In this regard, among all decisions, team decisions and plans, orders are in a more favorable position. However, even for this type of decision, it cannot be considered sufficient to specify the controlling persons and the time limits.

The management decision-making stage is the most difficult and responsible period of the management cycle. Usually, the quality of this stage is evaluated by the composition of the methods used in evaluating alternative decisions and finally choosing the most optimal one.

The level of organization of management activities can only determine the most imperfect way of making decisions based on personal experience of managers, world experience and common sense. The insufficient development of electronic computing techniques does not allow the use of formal methods (mathematical modeling, operations research, economic and mathematical methods, etc.).

In addition, steps are identified that can be logically and statistically evaluated according to currently available criteria for analyzing the management decision-making process. The stage of discussion and approval of the decision is an integral part of the decision-making process based on the mutual cooperation of management bodies and includes the finalization of the management decision. At this stage, connections between levels and management connections are used horizontally and vertically.

In most cases, the procedure for coordination is determined by legal norms. The participation of the legal service and trade union organizations in labor and personnel matters is mandatory, as this guarantees their legitimacy. At the same time, in most cases, coordination is the authority of the leader and is determined by expediency. A multiplicity of contracts usually indicates that the decision-making process is poorly thought out, and the process itself is a warning to consider an acceptable option.

The analysis of the decision-making and its implementation process shows that there are some problems that negatively affect the effectiveness of this process. Including:

- willful characteristics of the leader, low level of psychology of the executives in decision-making and its execution;
- the fact that the decision itself is not well prepared, unsatisfactory organization of its implementation;
- selection of executors, provision of resources, organization of operative work, inadequacy of the execution control system;
- failure to correct the decision in time;
- unsatisfactory explanation of the content and importance of the decision, characteristics of organizational measures, planned results, etc.;
- the presence of cases of indifference in purposefully conveying decisions to the executors and the executors feeling some responsibility;
- slowness of monitoring the decision implementation process;
- not taking into account the objective change of external or internal factors when correcting it during the implementation of the initial decision;
- insufficient assessment of the situation;
- setting invalid deadlines for the implementation of the decisions and others.

Thus, the need to improve the organization of the management process, the expediency of wider use of modern technologies is clearly visible from the conducted analyses. The complexity of tasks set in the production process makes it necessary to use scientific principles of industry management.

Conclusions and suggestions

Based on the scientific and practical analysis of the process of making decisions and their implementation in enterprises, we came to the following conclusions:

1. A production system is a goal-directed process that transforms individual elements into a useful product. Currently, the problems in the management practice of modern national enterprises are related to the changes in the mutual relations of managers, and some of them are related to the fact that the scope of their required tasks has changed radically.

2. The increase in the economic efficiency of the production results of enterprises directly depends on the decisions taken by the employees at the management level and their effectiveness.

3. The quality level of exchange and provision of information in the decision-making process also depends on the level of provision of information and communication tools.

4. It is necessary to establish real deadlines that can be fulfilled for the timely implementation and full implementation of decisions.

We offer the following suggestions to increase the efficiency of the process of decision-making and their implementation in enterprises:

1. An important component of management decision-making and its implementation is the evaluation of the work done. To evaluate the efficiency of the process of making management decisions and its implementation - the growth of economic indicators; increase product quality; save labor and material resources; facilitating the work of employees; increasing interest in work; indicators should be used to try to reduce or prevent injuries.

2. In order to organize decision-making in the management hierarchy and improve its implementation, it is necessary to use certain *reflexive*, *practical* and *methodological* approaches. A *practical approach* means paying more attention to the organizer's practical activities when making a decision, a *reflexive approach* is characterized by a change in attention from the decision maker's actions to his thinking process; *methodological approach* - it should be characterized by the introduction of general criteria for the organization of thinking about the process of making and implementing management decisions in hierarchical structures.

3. To create an executive system that ensures the personal responsibility of officials in making decisions and their implementation in a timely manner and to improve them, to clarify the functional tasks of managers, to take measures to quickly convey management decisions to specific executives, to improve the order of organizing the execution of decisions, decisions It is necessary to widely promote its essence, to put it simply, to develop its methodology.

4. When organizing and regulating the process of decision-making and implementation, it is necessary to use incentives that serve to activate the actions of the participants of this process. It is possible to use the system of administrative, economic, social, moral, individual and collective - group incentives.

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