



SCIENTIFIC FOUNDATIONS OF THE MANAGER MODEL

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Annotatsiya: Mazkur maqolada **Menejer modelining ilmiy asoslari** tahlil qilinadi. Shunindek, maqola yakunida antropologik bilimlar asosida menejerga kasb vazifasini bajarish bo'yicha amaliy tavsiyalar berilgan bo'lib, ushbu yo'nalishda xalqaro tajriba va zamonaviy strategik mexanizmlardan foydalanish muhimligi ta'kidlangan.

Kalit so'zlar: menejmen, nazariy asoslari, mohiyat va qonunlar, xususiyat, kompetensiyalar asosiy tamoyillar, strategik tizim.

Аннотация: В данной статье анализируются **Научные основы модели менеджера**. Кроме того, в статье даны практические рекомендации по выполнению профессиональных обязанностей менеджера, основанные на антропологических знаниях, а также подчеркнута важность использования в этом направлении международного опыта и современных стратегических механизмов.

Ключевые слова: менеджмент, теоретические основы, сущность и законы, характеристики, компетенции, базовые принципы, стратегическая система.

Annotation: This article analyzes **The scientific basis of the manager's model**. In addition, the article provides practical recommendations for the performance of professional duties of a manager, based on anthropological knowledge, and emphasizes the importance of using international experience and modern strategic mechanisms in this area.

Key words: management, theoretical foundations, essence and patterns, characteristics, competencies, basic principles, strategic system.

1. Introduction

Management is an internal characteristic inherent in society at any stage of development. This feature is general in nature, the process of planning, organizing, motivating, and controlling human, financial, and material resources to achieve the organization's goals. This process is based on the principles, methods, and approaches of management. This characteristic stems from the need for people to interact in the labor of a social collective, in the process of life and labor, and to exchange the products of their material and spiritual activity. Activity has always been of a social nature. Because society's laws demand this. As soon as people were born and began their conscious lives, they felt the need to work together. This need has manifested itself differently in different periods. A single characteristic common to all periods is explained by the management process. At a certain stage of societal development, the need arose for society to be governed by individuals possessing special abilities and knowledge. Subsequently, the number of managers increased and transformed into a separate social group, and then into a class. This social stratum expanded, and a governing body called the state began to emerge.

2. Methods

The tasks of management theory are to determine the essence and laws of the management process, to reveal the relationships that occur in this process, to develop its system, and to develop the basic principles of the management subject. Consequently, any type of activity requires a manager to a certain extent. The manager coordinates the work of his team.



Unlike the movement of independent organs of the organism, the manager performs general functions arising from the movement of the entire organism.

Manager's model: A leader is a manager who works with people, is responsible for their professional achievements and safety, organizes and coordinates their efforts to complete tasks.

It is known that society encompasses economic, socio-political, and spiritual spheres. Accordingly, there are three main directions of management. The most important thing is economic management. Because the economy - material production - forms the basis of the life and development of society. It is no coincidence that in the current period of our republic's independence, serious attention is being paid to economic management. National revival begins with the restructuring of the economy. From an economic point of view, Uzbekistan's ability to catch up with developed countries is inextricably linked with the proper organization of economic management.

Management plays a significant role in the social development of labor collectives. Because the fate of all our work and plans largely depends on the level of improvement of collective relations and the healthy "social microclimate." In this regard, the goal of this type of management is to improve public administration and transform it into social self-government.

Management is another fundamental type of management for the spiritual development of society and its individual members. In the age of scientific and technological development, the management of the sphere of spiritual production is of paramount importance. This form of management includes the management of such areas as educational institutions, public education bodies, science, literature, art, culture, and healthcare.

Management is compared to the human brain, where the creative potential of the individual is embodied, from which instructions are given for the manifestation of their creative abilities. As humanity progressively advances in science, technology, economics, and social achievements, the demand for knowledge in management activities continues to grow. The need for such a scientific approach can be explained by the following circumstances:

Firstly, a unique feature of management: creating something from nothing, creating a system from scattered elements.

Secondly, there is a rapid increase in the range of values that are at the disposal of the leader or for which he is responsible.

Thirdly, the creative effect of management based on human effort requires comprehensive knowledge, mastery of one's profession, and a systematic approach from management.

Management activity, by its nature and characteristics, plays an important role in the life of society through mental regulation.

Administrative leaders realize two-thirds of their managerial efforts through their employees, meaning their worth is measured by their ability to pursue goals, engage employees, and determine relationships within the team.

Management is always power, the ability to command people, but power must be rational. The presence of highly qualified managers is a decisive condition for the effectiveness of teamwork. The normal functioning of any organization depends on the proper distribution of power within the management system.

The authority of each leader is determined by their official competence, which is necessary for the performance of their official duties. The main task of a leader is foresight, planning, harmonization, control, encouragement, training, and building social intelligence.

The highest authority is vested in the "first persons" - the heads of the structure (rectors of universities, directors of technical schools, vocational colleges and academic lyceums, etc.). They



determine the prospective program of the organization's vital activities and implement personnel policy. Lower-level managers ("second-level" and "third-level" persons) act within the scope of authority granted to them by the first-level persons.

3. Results

Planning includes the development and modeling of managed objects, forecasting. Organization is the selection and formation of the structure of the production facility and the management structure. Defining the interaction of relationships between the elements of the system. Adjustment is aimed at preventing deviations from the planned tasks between different elements of the system. In addition, it also means adjusting the activities of each employee. Control consists of monitoring and checking the actual process and progress of production for compliance with the plan, as well as checking the activities of each employee. And to calculate is to summarize how the plan is being implemented. Accounting allows for the completion of information and its systematization. It also allows for the full use of the information base for developing a work program for the next period of this system. Regulated status in the management system is an important condition for the normal functioning of any structure.

The basic principles of management are as follows:

- ✓ competence - possession of the necessary knowledge, experience, and training to qualitatively perform the necessary competence;
- ✓ humanism - love for a person in official behavior and the desire to reveal noble moral qualities, the best personal ability to work in people;
- ✓ Innovativeness - the desire to seek and strive for something new, the ability to take a reasonable risk;
- ✓ pragmatics - work based on results, effective use of working time, active investment activity;
- ✓ ortobiotism - awareness of the value of one's life, a stable faith in the future, a caring attitude towards the environment.

The success of an administrative leader ("first person") largely depends on how much he can share his power with other leaders and how widely he can utilize the business acumen of his subordinates. In this regard, three styles of administrative leader behavior can be conditionally distinguished:

- authoritarian: leader - executor;
- bureaucratic: Management "wheel of nomenclature" - executor;
- democratic: leader - "social wheel" of management - executor;

4. Discussion

The theory and practice of management activity gave rise to the manager model. Management is the process of planning, organizing, motivating, and controlling human, financial, and material resources to achieve organizational goals. This process is based on the principles, methods, and approaches of management. The manager model describes the manager's professional activity, competencies, and personal qualities. It includes the following components:

- Management competencies: Skills such as strategic thinking, decision-making, problem-solving.
- Leadership skills: Team management, motivation, effective communication.
- Technical knowledge: Deep knowledge and experience in the field.
- Personal qualities: Honesty, responsibility, flexibility.
- Stages of development and scientific approaches to management The science of management has historically gone through different stages:



- Scientific Management School: Developed by Frederick Taylor, focused on analyzing and optimizing work processes.
- The School of Administrative Management: proposed by Henri Fayol, defines the functions and principles of management.
- The School of Human Relations: Based on the research of Elton Mayo, emphasizes the importance of the human factor. History and theory of management development, principles and methods of management. An effective manager adheres to the following management principles:
 - Democratization and Humanism: Taking into account the opinions of employees and treating them with respect. The anthropological approach to management activity leads to the need for a manager to have extensive cultural training.

Anthropological knowledge is necessary for a manager to communicate and work together with people in the process of performing their professional duties, to be able to demonstrate personal business qualities and achieve the best professional results. This is especially important in such areas of activity as education, service, medicine, trade, and entrepreneurship.

In higher educational institutions of most developed countries and in all business-related business schools, specialized humanities disciplines are taught: industrial psychology, production sociology, business ethics, business talent, etc. In most universities, lectures by poets, artists, and cultural figures are planned. An interesting experience in the training of managers in humanities has been accumulated at the European Institute of Administrative Management (France), the International Institute of Management (Switzerland), and the Barselona Institute of Higher Management Education. The leadership training center in Tokyo is known throughout the world.

The manager's human technological competence is a set of training, thanks to which anthropological departments are implemented in their practical actions (information gathering, management decision-making, futurological design, business potential). The ability to correctly use humanistic technology guarantees a leader good performance.

Management strategy. A good strategy and excellent implementation of the strategy is the most reliable sign of good management. A strategy is necessary for accurate forecasting of the future. Because strategy is the art of researching the future, analyzing various scenarios, and giving an advantage in the competitive struggle in the future. Management strategy is an activity aimed at achieving a strategic goal. Therefore, a good strategy and excellent implementation of the strategy is the most reliable sign of good management.

5. Conclusion and recommendations.

Management strategy is based on solving five interconnected problems:

1. Formation of strategic vision, a long-term course of action, and a specific task that the organization must fulfill.
2. Strategic vision and the transformation of the assigned task into a clear goal and task.
3. Development of a strategy for achieving goals and objectives.
4. Qualified and effective implementation and implementation of the adopted strategy.
5. Assessment of work results, study of new directions and implementation of corrective actions in relation to the long-term direction of development, strategy goals or methods of its implementation based on existing experience, changing conditions, new ideas and opportunities.

Forming the organization's strategic vision and assigned tasks. When performing this task, the heads of organizations must answer the following question: what do we want to do and what will we achieve? When describing the task, the nature of the organization's activities is determined and what it should do for clients is defined. To create a "sense of purpose" in their employees, the manager must inform them about the organization's strategic vision and tasks.



A well-thought-out strategic vision prepares the organization for the future and helps determine the long-term direction of development.

Setting goals. The result of changing the management's statement of responsibilities and planning directions is the clear goals and objectives of the organization's work. They should be dense, but achievable. Mitchell Leibovitz (Rer Vous-Mannu, Managing Director of Moye and Jack) said: "If you want to achieve average results, then set average goals for yourself." Goals are benchmarks that reflect the quality and progress of the organization's work.

Developing a strategy for achieving the goal. When developing a strategy, the main management problem is determined, i.e., how to achieve effective results and its prospects, taking into account the state of the organization. Strategy is a means of achieving results. Leaders must adhere to this approach to achieve organizational goals and objectives. The organization's strategy consists of a set of interconnected actions and work approaches aimed at solving the main management task.

Strategic vision and task formation, goal definition and strategy adoption are the main tasks of the development process. All this together constitutes a strategic plan.

Implementation and implementation of the strategy. Implementation of the strategy is a key administrative task, which includes the following key aspects:

- creation of an organization capable of successfully implementing the strategy;
- development of a financial plan that directs resources important for the success of the strategic industry;
- development for employees of justifications aimed at accelerated achievement of the intended goal;
- linking the reward system with the results of achieving the set goals;
- Creating an environment and a business environment in the organization that allows for the successful implementation of the strategy;
- creation of an internal support system that allows each member of the organization to effectively perform their duties day by day;
- implementation of regular improvement practices and plans (training or advanced training);
- Implement an internal leadership system necessary for managing strategy advancement and continuously improving its implementation.

The administrative task is to achieve a balance between what is being done and what needs to be done to effectively implement the strategy.

The higher the balance between strategy and organizational capabilities, strategy and reward system, strategy and internal support system, as well as strategy and organizational culture (manifested in the form of values and beliefs), the more successfully the strategy is implemented.

The organization's mission, goals, and strategy, as well as the approach to implementing the strategy, are never complete. The implementation of work evaluation and correction actions is considered normal and remains a continuously ongoing necessary element of the strategic management process.

The listed five strategic tasks do not exist in isolation from other official duties of the head (monitoring daily work, resolving crisis situations, holding meetings, preparing reports, solving human problems, performing special assignments, public duties, etc.).

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