

## Views on Management Theory and its Place Today

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### ABSTRACT

*This article covers management theory, management schools, management principles, management views of scientists, management processes in enterprises and organizations, and management processes today.*

Every person tries to make the sum of his social needs, tasks and assignments more effective, useful and beneficial. Instead, these actions are carried out in individual (singular) and collegial (collective) cases. Actions are characterized by the intended goal, actions to achieve the goal, and a principled approach to actions. It is known that it is easier to work alone, and any comfort, success and crisis in teamwork depends on the social environment of the team and the management ability of the person leading the team. Literally, the right management is considered in many ways. It is also natural to have a question. What is management?

Management is the process of purposeful and continuous influence of the subject of management on the object of management.[1] In a general sense, the subject of management is a leader, and the object of management is considered an employee. In this case, the manager acts as a decision-maker and responsible person for the benefit of the enterprise or organization, and the employee acts as an executive. While activities are carried out in a number of economic, scientific, production and service sectors in enterprises and organizations, the planned, coordinated, communicative management process is the basis of both the intended and achieved results of the activity.

The management process is a set of continuous interrelated actions to form and use the organization's resources to achieve its goals.[2] First of all, it is the responsibility of the leader to direct the highlighted process, that is, a set of continuous interrelated actions, in order to achieve the goals. Therefore, it is necessary for a leader to always be in motion for development and to be able to ensure the positive consistency of his activities.

The first interest in management was observed in 1911. At the same time, Frederick W. Taylor

published his book "Principles of Scientific Management", which is traditionally considered the beginning of the recognition of management as an independent field of science and research. Of course, the concept of managing the organization in a systematic way in order to effectively achieve its goals did not appear immediately. This concept developed over a long period of time, from the middle of the 19th century to the 20th years of our century. The Industrial Revolution in England was the main force behind the early interest in management. However, the idea that management itself makes a significant contribution to the development and success of the organization appeared for the first time in America.

**In the first half of the 20th century, four distinct schools of management thought developed.**

**School of Scientific Management:**

1. Scientific analysis to determine better ways to perform tasks
2. use
3. Selection of workers who are best suited to perform tasks and
4. To ensure their professional development.
5. Providing workers with the necessary resources to effectively perform tasks.
6. Systematic and correct use of financial incentives to increase productivity.
7. Separation of planning and reasoning from the work itself.

**Classical school of management**

- Development of management principles.
- Defining management functions.
- A systematic approach to the management of the entire organization.

**School of Human Relations and Moral Sciences**

- Use interpersonal relationship management techniques to increase satisfaction and productivity.
- The use of human ethics in the management and formation of the organization in such a way that each worker can be fully used according to his potential..

**School of management science**

- Deepening the understanding of complex management problems due to the development and application of models.
- Development of quantitative methods as an aid to leaders making decisions in complex situations.

Scientific management also advocated the separation of the functions of planning and reflection from the actual execution of work. Taylor and his contemporaries recognized that managerial work is a distinct specialty and that the organization as a whole will succeed if each group of workers concentrates on what it does best. This approach was in stark contrast to the old system, where workers planned their own work.

The concept of scientific management became a turning point, due to which management was widely recognized as an independent field of scientific research. For the first time, effective leaders and scientists saw that the methods and approaches used in science and technology can also be used effectively in the practice of achieving organizational goals.

### **Classical or administrative school of management (1920-1950s).**

Authors who wrote about scientific management devoted their research mainly to production management. They worked to improve efficiency at a lower level than management. With the establishment of the administrative school, experts began to systematically develop approaches to improve the organization's management in general.

Taylor and Gilbert began their careers as ordinary workers, and this undoubtedly influenced their vision of organization and management. Unlike them, the authors of the school of administrative management had direct work experience as top managers in big business. Henri Fayol, whose name is associated with the creation of this school and is sometimes called the father of management, headed a large French coal mining company.[3]

The theory of the classical school was based on the idea that following the universal principles of management will lead the organization to undoubted success.

These principles touch on two main aspects. One of them was the development of a rational system of organizational management.

Having defined the basic principles of business, theorists - "classics" were sure to find the best way to divide the organization into departments and working groups. Fayol's main contribution to the theory of management is that he considered management as a universal process consisting of several interrelated functions such as development and organization.

The second category of the principles of "classics" was related to the structure of the organizational structure and the management of workers. An example of this can be the principle of sole leadership, according to which a person should receive orders from only one boss and only obey him.

Below is an example of a summary of Henri Fayol's 14 principles of management, many of which are still useful despite the changes that have occurred since Fayol first described them.

Management principles of Henri Fayol:

1. Division of labor. Specialization is as natural as it gets. The goal of the division of labor is to do more and better work. This is achieved by reducing the number of goals on which attention and efforts are directed.
2. Authority and responsibility. Authority is the right to command. Where authority is given, there is responsibility.
3. Discipline. Discipline involves obeying and respecting the agreements reached between the firm and its workers. Establishing these agreements that bind firms and workers, creating disciplinary formalities, should remain one of the most important tasks of industry leaders. Discipline also provides for fair sanctions.
4. Solo leadership. An employee should receive orders only from a direct supervisor.
5. Unity of direction. Each group operating under one goal must be united by a single plan and have one leader.
6. Subordination of personal interests to general ones. The interests of one worker or group of workers cannot prevail over the interests of a larger company or organization.
7. Rewarding employees. To ensure the loyalty and replacement of workers, they must receive a fair wage for their service.

8. Centralization. Centralization is as natural as division of labor. However, the appropriate level of centralization will vary depending on the specific circumstances. Therefore, there is a question about the correct balance between centralization and decentralization. It is a problem of determining the standards that will ensure the best possible results.
9. Scalar chain. A scalar chain is a series of persons in leadership positions. This chain extends from the person in the highest position to the lower level manager.
10. Order. A place for everything and everything in its place.
11. Fairness. Justice is a combination of goodness and righteousness.
12. Stability of the workplace for employees. Lack of staff reduces the work efficiency of the organization. An average leader who is attached to his job is certainly better than a popular, talented manager who is not attached to his job and quickly quits.
13. Initiative. Initiative means developing a plan and ensuring its successful implementation. It gives strength and energy to the organization.
14. Corporate consciousness. Union is strength. This is the result of the harmony of employees

### **Founders of management theory**

The founders of management theory are Taylor, Ford, Gilbert, Emerson, Fayol and others.

Historically, the initial direction of management theory was named "classical" (traditional) school. American engineer and researcher Frederic Taylor contributed greatly to the creation of this school. Taylor held all levels of the service ladder - from a junior clerk to a manager of a large metallurgical enterprise in the USA (Bestleghem).

He was one of the first to apply a scientific approach to the organization of some production processes and management of the entire enterprise. His famous works such as "Fundamentals of scientific enterprise management", "Principles and methods of scientific organization of management", "Administrative and technical organization of industrial enterprises" laid the foundation for a large collection of literature on scientific organization of production management published abroad. . Taylor justified the need for a special functional management of labor processes, in addition to physical labor, the organization of production was tried to be divided into component elements, it was impossible to work in a hurry, waterfall, everything was done in advance, all the work conditions and methods are clearly defined in advance.

Taylor paid a lot of attention to his intelligence. For example, he stated that the master of the enterprise should have the following nine qualities:

1. To intelligence.
2. For information.
3. Work experience.
4. Etiquette.
5. Enthusiasm.
6. To intelligence.
7. Honesty.
8. To think correctly.

## 9. To health.[4]

At the same time, Taylor said that it is very difficult to find someone who has all these qualities. Most people have only three qualities - they can be hired for a regular salary. A person who has four of these qualities should be hired for a relatively high-paying job. It is very difficult to find a person who has five qualities, it is impossible to find a person who has six, seven or eight qualities. If a person with the nine qualities listed above is found, he should be accepted for the position of manager, not foreman. Taylor attached particular importance to the organization of workplaces, the selection of optimal methods of work, the definition of specific tasks, the right selection and employment of people. He made a number of recommendations on production management. For example, he distinguished 8 tasks of management activity:

1. Procedure for performance and distribution of work.
2. Drawing up drawings and manuals.
3. Time regulation and payment for work.
4. Compliance with discipline.
5. Defining work styles.
6. Observance of equipment operation procedure.
7. Repair and maintenance of equipment.
8. Quality control.

Although Taylor's functional management system is not currently used in industry, the idea of functional division of the management process is used in the orderly (linear) management system. Taylor emphasized the importance of taking into account the social aspects of administration and supply, saying that this is one of the important principles of production organization and management. He did not deny the methods of social demagoguery, but recommended their use. He relied on the need to ensure "class solidarity" between workers and entrepreneurs, to prevent debate between them, and considered it one of the most important tasks of management. According to Taylor, such a task can be solved only by a scientifically organized management system - management theory.

Taylorism started the scientific management movement. This movement covered the USA and spread to other countries. Taylor's system served as a basis for the development of scientific management. Garrington Emerson (1853-1931) was another major theorist of economic management. In his work "The Twelve Principles of Productivity", he was the first to describe the system of views on the optimization of human activity.

Emerson has developed a method for achieving maximum labor productivity based on the following principles:

1. Clearly defined ideas and goals.
2. Sanity.
3. Reasonable advice.
4. Strict discipline.
5. Fair treatment of employees.
6. Centralization.

7. Fast, reliable, complete, accurate and permanent calculation.
8. Rules and procedures.
9. Normalization of conditions.
10. Standardization of operations.
11. Written standard manuals.
12. Incentives for productivity [5].

In addition to his conclusions, the author made a significant contribution to the classical concept by describing the management style. Another American economist, Hamilton Church (1866-1936), who studied the organization and management of industrial enterprises, focused on the general theoretical principles of management. Unlike other American theorists, G. Church did not recommend ready-made rules. He defined the general theoretical principles of management of all industrial enterprises, showed the general tasks of management and the principles of its organization. In his book "Fundamentals of Production Management", he outlined the following classification of management tasks: design, equipment, ordering, accounting and execution. Some theoretical rules of G.Church's book have scientific and practical value even today. Henry Scherch (1861-1919), who developed a drawing method of calculation and planning, and Frank Gilbert (1868-1924), who proposed methods of performing certain tasks using standard actions to optimize work, made significant contributions to the development of scientific management. Also, the French engineer Henri Fayol made an important contribution to the theory of management, who equated the optimization of management tasks with foreseeing, organizing, ordering, agreeing, and controlling.

In 1916, his works "General and Industrial Management", in 1924 "Scientific Organization of Labor" and "Positive Management" were published. Henry Ford created organizational and technical principles of management of production enterprises. Fordism was a new stage not only in the development of management techniques and organization, but also in the growth of labor productivity. Ford, like Taylor, aimed to achieve high productivity at low cost, but tried to achieve it in a different way. While Taylor paid special attention to the organization of human labor, Ford paid attention to the improvement of equipment, technology, and production.

Thus, Taylor and his followers are representatives of the first stage of the development of management theory, which covers the period from the border of the 19th-20th centuries, when the concept of management was created, to the 20th years of our century.

From the 20s of the 20th century, a new stage of management development based on production needs began. Theorists tried to replace Taylorism with a relatively flexible system. They paid attention to the sociological and psychological aspects of management and included them in scientific management.

Ignoring the human factor characteristic of the "classical" school, approaching people's activities from a simplified point of view led to the emergence of a new direction in American management theory - the "human relations" school. The founders of this direction are Americans E. Mayo, F. Rotlisberger, Dj. Lizlie et al.

Harvard University professor E. Mayo put forward the theory of "human relations". The essence of his ideas is that psychological and social factors are of leading importance in the labor process. Therefore, according to Mayo, all problems of production and management should be viewed from the perspective of human relations. This theory is based on the idea that by satisfying certain social and psychological needs of a person, it is possible to further increase his labor productivity.



In the theory of another representative of this school, Douglas McGregor, there are two different approaches to organizing management: - methods of coercion and encouragement; - to create conditions for showing initiative and independence as much as possible.

But the main aspect of this theory is that representatives of the "human relations" school solve social problems not at the level of the entire society, but at the level of individual enterprises. The social situation of workers was not considered as a socio-economic problem that should be solved collectively, but as a interpersonal group relationship.

The "empirical" (pragmatic) school promotes open empiricism, denying the need for management at all. He claims that the purpose of management is to learn from positive leadership experiences and clear mistakes. The representatives of this school say that it is necessary to give less theoretical advice and do more with the analysis of specific situations, of course, it is very important to learn by experience. But it is not possible to form others based on practice alone. T. Draker, R. Davis, L. Newman, D. Miller and others are the most prominent representatives of the "empirical" school.

The main shortcoming of the foreign management schools listed above is that they are thoroughly studied in every way. This new direction prompted the creation of the "Social Systems" school.

Its most famous representatives are D. March, G. Simon, A. Etsioni and others. Based on the conclusions of the "human relations" school, the school of "social systems" looks at the enterprise as a complex system consisting of a set of interrelated and interacting factors, and believes that a person is one of these factors. A large group of sociologists conduct research in the field of industrial sociology. The "Social System" school strives to solve a wide range of problems compared to its predecessors, and to make the theory of management a whole.

But the desire to create a theory of management led him to move away from the current world conditions, and as a result, it did not spread very widely.

If the representatives of the "classical" school proposed to resolve conflicts by means of financial incentives or equipment, the "human relations" school proposed to resolve the production process by making the production process fair, the "social systems" school proposed to resolve conflicts in the organization. considering that conflict is a condition arising from its nature, they argue that the main task is to mitigate conflicts and their consequences.

At the beginning of the 50s, the "new" school had a great influence on the development of management theory. It is distinguished by the introduction of methods and methods of specific sciences to management - mathematical modeling of decision-making, mathematical logic, programming, mathematical modeling of economic processes. The brightest representatives of the "new" school are R. Ackoff, L. Klein, W. Luce and others. The formation of this school is connected with the development of cybernetics and the study of processes. Now let's talk about the role of management today.

Improving the efficiency of the management system is a serious issue facing every country. This is a belief that is especially characteristic of the development of humanity today. The fourth industrial revolution is gaining momentum on Earth. It is based on digital technologies, the Internet, nanotechnology production tools, artificial intelligence, self-learning and interconnected devices.

New means of production require new social relations.

Management today is much more complicated than in the past. Not only external, but also intra-community competition is intensifying. Demands from the government of the population, who have more and more access to information, are increasing. Power is seen not only as a system of state management, but also as a center of service to the population and business. In developed

countries, a flexible, "flexible" method of management is being implemented.

The main criterion of the development of the society is to expand the capabilities of people, to fully satisfy their spiritual and material needs. The level of development is determined, first of all, by the extent to which each citizen participates in solving the issues facing the society.

Therefore, the political activity of the population, from the national level to the local level, increasing its influence in solving the issues of the development of society at all levels is one of the main factors of development.

In recent years, large-scale administrative reforms have been implemented to create an effective management system, which is considered an important condition for the establishment of New Uzbekistan.

In particular, by reducing non-sectoral tasks of state bodies and by widely introducing digital technologies into their activities, their structure was optimized by an average of 15%, as well as 40 positions of deputy heads in 26 state bodies and organizations were reduced.

In order to reduce bureaucratic obstacles and improve the system of providing public services to the population by introducing modern management principles to the activities of state bodies, about 30 types of licenses and permits were canceled, more than 70 state services were simplified, more than 60 documents were required by state organizations. canceled.

The number of users of the "Electronic Government" system has exceeded 4 million, and through it, more than 130 information resources of state agencies have been created. About 350 types of services are planned to be provided online on the single interactive state services portal.

Formation of a compact public administration system that meets modern requirements in the conditions of the New Uzbekistan, increasing the responsibility of the heads of state bodies by simplifying the processes of decision-making and consideration of the issue and directing their activities to efficiency, as well as the New Uzbekistan Decree No. PF-269[6] of the President of the Republic of Uzbekistan on December 21, 2022 "On Measures to Implement the Administrative Reforms of New Uzbekistan" was adopted in order to ensure the implementation of the administrative reform program done. Of course, the development of any field is important for us. Development of management processes should be the main aspect of today. Because all spheres are interdependent, and the basis of this dependence is the sphere of management.

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