



FORMATION AND DEVELOPMENT OF MANAGEMENT

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Article history:	Abstract:
Received: February 1 st 2023 Accepted: March 1 st 2023 Published: April 6 th 2023	The article highlights the problems of modern management and the trend of its development. The definition and characteristics of the concept of "management" are given, its evolution from ancient times to the present is briefly touched upon. Attention is paid to the emerging trends in the development of science and practice of management, as well as objective factors influencing the designated process.
Keywords: modern management, management development factors, management development trends, innovative processes.	

Humanity has existed on Earth for about 2 million years. Ancient people led a nomadic way of life and obtained their food by hunting and gathering. They had to feed their own families and even then solved this problem together: in the tribe there were those who hunted, and those who cooked food and raised children. Man is the only biological being with the ability to change the world around us. Only a person is inherent in intelligence - that's how he differs from all the other inhabitants of planet Earth. Over time, people learned to breed animals and grow plants - there was a transition from hunting and gathering activities to agriculture. About 10 thousand years ago, agriculture was born: people cleared land from stones, cut down the forest for pastures and arable land, irrigated the land, diverting water from rivers. This work was even more inherent in a certain direction that someone had to set, this person became the manager. Thus, the common goal, joint actions to achieve it and the direction (coherence, coordination) of these actions, clearly manifested already in ancient people, indicate the implementation of managerial functions and the existence of management.

In the modern world, the understanding of management as an art is based on the fact that organizations are complex social systems, the management of which requires taking into account a huge number of factors of the external and internal environment. Making managerial decisions in these conditions is really an art based on the knowledge, skills, intuition and experience of people managing organizations. Creative and heuristic operations play an essential role in the activities of the manager, and it is these components that cannot be formalized, since the mechanisms of intellectual activity have not yet been studied.

The term entrepreneur was coined by the French economist Richard Cantillon, who lived in the early eighteenth century. And since then, this word means a person who takes the risk associated with the organization of a new enterprise or with the

development of a new idea, new product or a new type of service offered to society. It is very important to understand that the words "entrepreneur" and "manager" are not synonymous. The foundations of American industry were laid by a handful of brave entrepreneurs in the late nineteenth and early twentieth centuries. Here are their names: John D. Rockefeller (oil), J.P. Morgan (steel and banking), Andrew Mellon (aluminum), Andrew Carnegie (steel), Henry Ford (cars). They are familiar to every American. No less famous are the names of outstanding entrepreneurs of recent decades: J. S. Miller. Paul Getty (oil), X. JI. Hunt (food industry), Aristotle Onassis (courts), Edwin H. Land (Polaroid Corporation), John D. MacArthur (insurance).

The colossal effect of these innovations manifested itself already during the Second World War. Despite the fact that the Germans turned out to be good strategists, the Third Reich lost – and this loss was due, first of all, to miscalculations in management. The United States of America, whose population was only a fifth of the population of all other belligerent countries, produced more military equipment than all the other Allies combined. The Americans delivered their military equipment to such remote places of warfare as China, the Soviet Union, India, Africa and Western Europe. It is therefore not surprising that by the end of the war, the world had turned its attention to the problems of good governance. It is not surprising that management has become a relatively independent sphere of human activity, a separate science.

Thus, management is one of the youngest sciences.

Leadership is a means (way of behaving) by which a leader influences the behavior of other people, causing them to behave in a certain way. A leader is understood as a person who effectively exercises formal and informal leadership. At the heart of leadership is influence. Influence can be exerted through a request, wish, order, opinion, idea. In other words, power is used - the ability to influence the behavior of others.



Having authority, but without power, the leader cannot govern effectively. In management theory, three approaches are used to determine the effectiveness of leadership: from the point of view of personal qualities, behavioral and situational approach. But we must not forget about other factors. The problem of power, in turn, affects leadership styles and their comparative effectiveness.

Leadership style is a typical system of methods of activity of ways, methods and forms of influence for a manager, used in working with people. The following management styles are distinguished:

Authoritarian, which is characterized by the maximum concentration of all power in the leader and the removal of other members of the group from solving basic management issues.

The democratic style is characterized by taking into account the opinions of the members of the organization in solving the main problems, the absence of imposition by the leader of his will. The way of making decisions: taking into account the proposals of subordinates.

The liberal style is characterized by giving subordinates maximum freedom in choosing work tasks and controlling their work, weak, the use of power and a low measure of organizational influence of the leader. Method of decision-making: approval, agreement with the opinion of subordinates. Each leader, depending on the characteristics of his personality, has a gravitation to a specific management style. Delegation means the transfer of tasks and powers to the person who accepts responsibility for their implementation. Responsibility is the obligation to carry out existing tasks and to be responsible for their satisfactory implementation.

Motivation. For the successful implementation of actions to motivate employees to solve problems, the manager needs:

- To know and be able to "include" the main motives - the driving forces of subordinates.
- Use both active (labor success, recognition of merits by colleagues and management, degree of responsibility, career growth, professional growth) and passive (job security, social status, labor policy of the organization, working conditions, relations with the immediate boss, personal inclinations of the employee, interpersonal relations in the team, wages) motivating factors.
- Use the methods and principles of motivating organization of work.
- Use methods of group and individual motivation.

Problem statement. In order for this action to be as effective as possible, the manager needs:

- To know the tasks, to be able to distribute them depending on the degree of importance, to be able to highlight the most priority of them.
- Be able to establish the order of actions for their development.
- Be able to correlate

the solution of specific tasks with tactical and strategic goals.

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