



# OPTIMIZATION AND IMPLEMENTATION OF MANAGEMENT DECISIONS IN THE DIGITAL ECONOMY BASICS OF ORGANIZATION

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Article history:	Abstract:
<b>Received:</b> September 14 <sup>th</sup> 2023 <b>Accepted:</b> October 16 <sup>th</sup> 2023 <b>Published:</b> November 20 <sup>th</sup> 2023	This article widely covers the scientific and theoretical foundations for the preparation and optimization of management decisions, studies and analyzes the state of preparation and optimization of management decisions at enterprises in the digital economy, and also makes proposals for making and optimizing management decisions. presented.
<b>Keywords:</b> Digital economy, optimal management, innovative methods, monopoly, democratic reforms.	

**INTRODUCTION.** Currently, the development of the digital economy in the world is proceeding at a rapid pace. The development of the digital economy to varying degrees has led to a sharp increase in the amount of information needed to make managerial decisions in the economy. Thanks to this, enterprises and organizations have the opportunity to make optimal decisions.

Management decision-making is a systematic process. The decision made by the manager affects his personal activities and is also related to the activities of others. In the decision-making process, the direction of the activities of the manager and employees is determined. The manager has to make a lot of decisions in the course of management activities, which is a situational requirement. Making the right and optimal decision largely depends on the abilities of the manager and the professionals who contribute to this process.

The factorability of a leader in team management is measured by the fact that the decisions he makes bring relief and benefit to people's lifestyle.

President of the Republic of Uzbekistan Sh.M.Mirziyoyev stressed that in any situation, as soon as problems arise at different levels, it is not good for a leader to make hasty decisions based on the scope of his authority. Because the management decisions he makes directly and indirectly have a huge impact on the lifestyle of people (employees). Therefore, the sophistication of the management decisions made becomes obvious after its execution is carried out<sup>1</sup>.

The manager's duty to the enterprise is determined by the fact that he makes optimal decisions taking into account various situations in the development of the enterprise he manages. Even in this context, one of the urgent tasks is to study modern methods of managerial decision-making, views,

approaches to assessing optimality and increasing the responsibility of the manager in it.[1]

The process of making managerial decisions consists in choosing the optimal of the options and alternatives for the implementation of the organization's goals at the present time and in the future. Among the many elements involved in this process, there are always elements that choose problems, goals and solutions from their alternatives. Any management decision is considered appropriate only if it is optimal.

Evaluation of the optimality of management decisions plays an important role in the functioning of the system. If the manager does not make an optimal decision, then the activity of the entire system will be ineffective. Therefore, at the decision-making stage, it is necessary to thoroughly and comprehensively study the issues related to the decision, the factors determining the degree of their certainty, indicators and the sphere of influence of the decision as a whole.

Today's changes in the public life of any state, namely the rapid growth of progress, the introduction of modern technology and technologies into society, the rapid spread of global innovations, lead to the complication of the problems of governance of the state and society. In this case, the intellectual capabilities of a person, working with large amounts of information, may encounter contradictions when making decisions and make the wrong decision. This leads to an increased risk of management failure.

The basis of management is a solution. Today, the mistake of a decision-maker can lead not only to the loss of an entrepreneur, an organization or a state, but also to the loss of humanity on a global scale. Therefore, a modern manager needs to know the technologies for ensuring and controlling the analysis of situations in the process of management, decision-making and

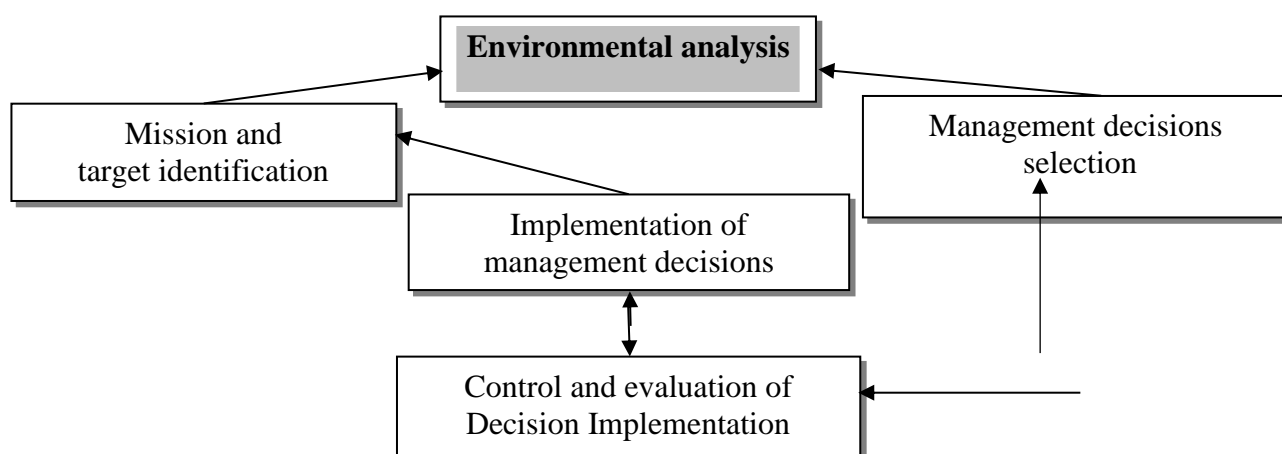
<sup>1</sup> Mirziyoyev Sh.M. We are building our great future together with our brave and noble people. - Tashkent, Uzbekistan, 2017.

execution of decisions. As you know, any type of activity is based on management, since in the management process, activities are organized and coordinated to achieve the intended goal, distribute the tasks performed, monitor their implementation, as well as to protect the interests, stimulate participants in this activity to achieve efficiency.

The effectiveness of management activity depends on the optimality of decisions taken, the specific solution of problems at the enterprise and in the organization is assigned to the head, production, technical, social, economic, marketing and legal tasks depend on the correct adoption and timely implementation of decisions. The problems being solved are taken into account by the manager, which affects both his management style and the entire management process.

The leader's reliance on democratic principles in management is considered one of the most effective means of management, when it is used, the probability of making an optimal decision increases, labor efficiency is ensured, satisfaction with the work performed and membership in the team increases, group cohesion increases, the psychological climate is positive. Usually, decisions made by a manager are evaluated in terms of their social and economic effectiveness. Criteria determining the optimality of management decisions are not always fully developed. When making an optimal decision, it is necessary to have a correspondence of interests and interests between the manager and employees, specific principles of the manager's activity.

The process of making optimal management decisions can be represented as follows:



**Figure 1. Making optimal management decisions [5]**

The elimination of additional problems and conflicts arising in the decision-making process is the main criterion for setting goals. Leaders should act in such a way that, as a result of a successful decision taken in one area, conflicts in other areas do not arise and the burden of problems facing the state does not increase.

Achieving such goals will largely depend on the methods used in the decision-making process. The methods used in public administration are diverse and include everything from intuitive methods to formally optimal methods used on the basis of mathematical models. The choice and use of these methods will depend on the decision makers, the situation, the

strategic direction and a number of other factors. For example, leaders seeking to keep power in their hands may use incremental methods to achieve goals that do not make much difference to the existing problem. Currently, experts can limit themselves to technocratic methods that contradict the emotional cognition and experience of political leadership.

A major researcher in the field of management, C. Lindblom, believed that there are two main ways of making decisions: rational-universal and methods of consistency constraints<sup>2</sup>. The first of them corresponds to the set goal, which is based on the rational division of tasks into parts, the choice of ways to solve them. The ideal plan for solving this issue is the result of "right

<sup>2</sup> Sharan P. Comparative Political Science. Moscow: 1992, part 2. pp.43-45.



thinking", which is widespread among the opposition forces.

The criteria influencing the adoption of optimal management decisions are:

a the first criterion: is a criterion of purposefulness in making a managerial decision, which makes it possible to determine to what extent the person responsible for making the decision is focused on the goals set for the country in the performance of their duties.

✓ *and the second criterion is the criterion of time, which makes it possible to evaluate management on the basis of the time spent on decision-making, execution, implementation of management on the relevant issue.*

✓ *and the third criterion is that the head submits the execution of the decision to the group for discussion, which allows the maximum implementation of the distribution of responsibilities for the implementation of the decision on the initiative of the group members. the main guarantee of the effectiveness of execution lies in who takes the initiative. the guarantee of the performance appointed by the head is ensured by the constant supervision of the head. if the initiative comes from the employee and he personally assumes the performance of duties, then the responsibility also lies with the employee. it is in this vein that the main task of the head is to hold a meeting and create conditions for employees to take responsibility themselves.*

✓ *and the fourth criterion is the management style, which the manager is guided by in the process of making managerial decisions, which evaluates not the normative legal acts that define the management style, but what styles officials rely on in the performance of their duties, the approach of officials to their work.*

✓ *and the fifth criterion is the criterion of management decision-making costs, which involves evaluating management decision-making based on the costs of economic, technical and personnel support.*

✓ *and the sixth criterion is the criterion of compliance with the rule of law when making managerial decisions. It is decision-making based on legitimacy that serves to organize governance, streamline the governance process, protect the interests of various social groups, and ultimately deepen democratic*

The most important factor in determining the optimality of management decisions are changes in the level and quality of life of the population, socio-economic development of the territory.

The criteria for assessing the optimality of management decisions are:

❖ *comparison of the dynamics of socio-economic growth trends resulting from the decision with the previous period;*

❖ *a increase in the weight of invested domestic and foreign investments;*

❖ *achieving resource savings;*

❖ *assessment of the impact of the decision on environmental sustainability;*

❖ *consists in analyzing the impact on improving the level and quality of life of the population.*

Today there are different points of view and approaches to management decision-making, the main idea of which is to make an effective and optimal decision, to choose the most correct way to achieve the goal. There are a number of innovative methods of managerial decision-making, each of which is characterized by the presence of a certain advantage, convenience and opportunity. During the period of human activity, there are situations when the optimal one is chosen from several options.

Farabi, who has made his contribution to the field of management science, believes that the most important factors or criteria for effective decision-making in management are:

✚ *the judgment must be correct and justified;*

✚ *when making a decision, it is necessary to know the laws of the ancestors well and use them correctly;*

✚ *a new judgment must be made from the experience and laws of the ancestors.*

✚ *make informed decisions in the interests of the people he governs;*

✚ *in order to put the judgments and methods intended for rent into the minds of people, it is possible to attach importance to education [4].*

Above, we also talked about what exactly older people are when it comes to the type of decision-making based on judgments when making managerial decisions, or about leaders when decision-making based on their experience leads to efficiency. Even in the criteria listed above, we see that it is the reliance on experienced people that considers management decisions as the leading criterion of efficiency. The role of decisions taken collectively to optimize management decisions is also invaluable. Decisions made on the basis of unity of command, in most cases, are subject to reasonable criticism. The reason is that most leaders make decisions alone to show off. They base 80-90% of their behavior on command, which provokes tension in the team. As long as management decisions are not made based on the opinion of the team, the aggravation of relations between the manager and subordinates, the



loss of mutual trust, the emergence of conflicts is inevitable.

In addition, the personal characteristics of the head of the enterprise were listed as criteria for making the optimal decision. It is the scientist who conducted scientific work on the topic of the human factor in management A.A.Madaliev refers to the human factor as a complex synergetics (synergetics-self-awareness), consisting of feelings, intelligence, science, human qualities, spiritual and moral values, character, character, attitude to work, qualifications, experience, consciousness, worldview, physique, health, age, gender, beliefs, psyche, abilities and inclinations- self-organization (theory of complex systems), which he defined as a system [6]. Consequently, managers who are considered top-level representatives at enterprises, as a complex system, must have the qualities of quality listed above. Abu Nasr Farabi shared the qualities that people who are elected to the position of leader should have:

➤ *12 natural qualities formed in a person from a young age, which from the very beginning turn into abilities and form the essence of his activity.*

➤ *and the 6 qualities that can be formed are considered characteristics that a future leader can force himself to adhere to them under any circumstances [2].*

Farabi claims that even when six and five of the above qualities mature, he will lead the city of virtues because of his superior intelligence. The next leader who replaced the previous imam should also have the aforementioned qualities - qualities from a young age. It is then that 6 more virtues must be created in this next imam. Taylor said it's very difficult to find someone who has all these qualities. Many will have only three qualities-they can be hired for a regular paid job.

A person with four of these qualities should get a relatively high-paying job. It is much more difficult to find a person who includes five qualities, and it is impossible to find a person with six, seven, eight

qualities. If there is a person with the nine qualities listed above, he should be accepted for the position of manager, not for the position of master.

The leader has several options to choose from. The main goal here is to study the basics that provide optimal opportunities for decision-making. It is important to note that the results of the decision may have negative consequences for some industries. Therefore, decisions should be made taking into account the fact that the organization is considered as a system and is responsible for all its parts. The leader should strive for the final result and make such an alternative decision, even if it is a disadvantage, so that the final goal is more achievable. That's the concept of compromise.

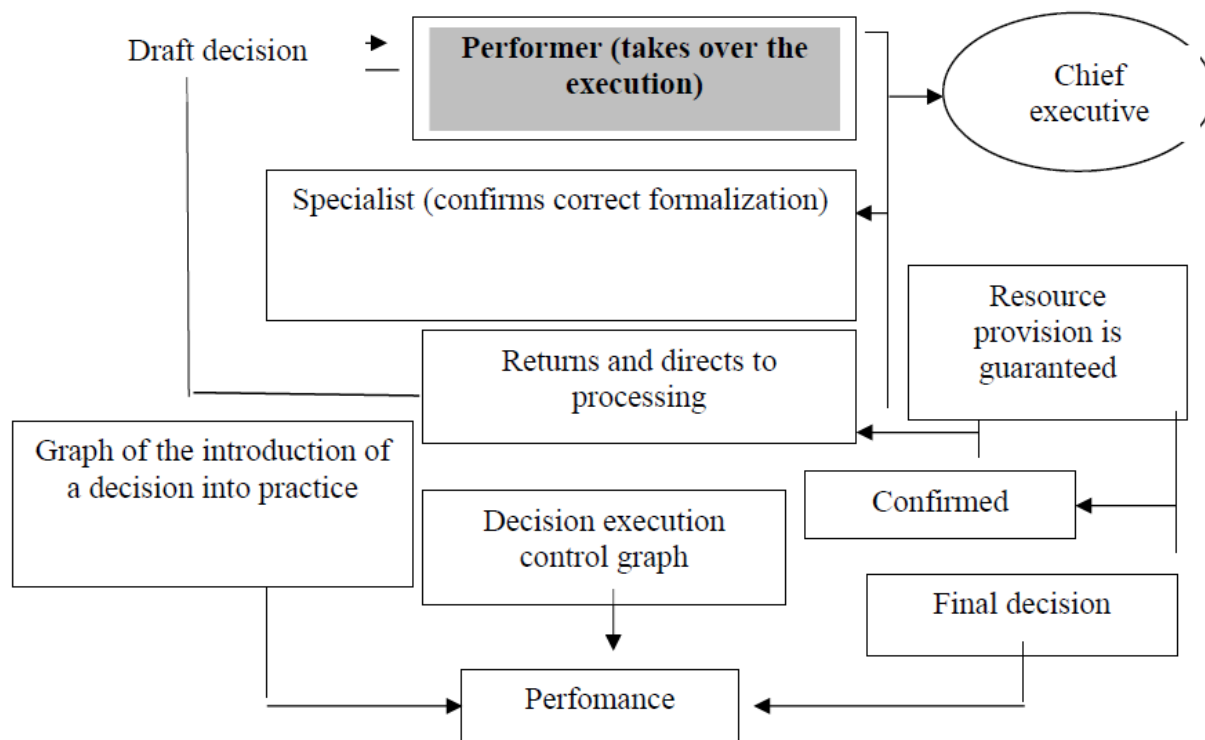
Ensuring the execution of decisions taken is a specific activity of the head, completing the execution cycle. At this stage, the manager should take into account that he organizes the work of other people, and not his own work. Organizational management decisions acquire a legal character after registration in the form of an order or in the form of a resolution. The main task of the manager is to ensure the implementation of such a decision, which will ensure adjustment and control.

The choice of decisions, ensuring their continuous adoption and execution is carried out by the head. At the same time, the manager can make a decision on an individual basis. As a rule, unanimity is carried out by adding together with the majority opinion, namely:

❖ *and the chosen solution is coordinated with the relevant organizations;*

❖ *the decision is made intermittently and is executed by a document (order, order, approval of the plan, etc.).k.LAR) is executed;*

❖ *the decision is transferred to the persons performing executive activities (Fig. 2).*



**Figure 2. The final decision-making stage.**

**IN SHORT, FIRSTLY,** the use of modern methods of system analysis in making managerial decisions, in addition to making rational decisions, requires scientific validity of the decision, an approach to the object of the decision as an integral system. Also, to achieve a qualitative stage in management, strategic planning is the most effective method. The inability to use modern methods of system analysis of management personnel can negatively affect not only the loss of time and effort, but also the subsequent adoption of important decisions. Secondly, the use of system analysis methods in the study, analysis of economic processes, development of strategic plans for the future leads to effective results. With the help of almost all methods of system analysis, it becomes possible to analyze the behavior of economic entities in the market, trading strategies, and mechanisms that ensure their competitiveness. Ensuring and monitoring the execution of decisions is the very last part of the management cycle. It takes a feedback form through which the organization can receive information about the implementation of decisions to achieve its goal. The main task of monitoring is to timely notice a possible deviation of the implementation of solutions from the specified programs and outline measures to eliminate it.

Thus, enforcement of decisions is an objective necessity, since even the most optimal plans can fail in the absence of objective and constant monitoring of their implementation, if they do not reach their performers.

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