

DECISION-MAKING PROCESS

Zufarova Oynur Islamovna

Candidate of the Uzbek Scientific Research
Institute of Pedagogical Sciences named after T.N. Kara-Niyazi. Uzbekistan, Tashkent

ABSTRACT

It is known that in the modern world the tasks that arise before the managers of educational institutions require them to be effective and innovative solutions. The manager, as the person making the best decision in a given situation, greatly affects the life of the team and the contingent of the organization. This article describes the managerial decision-making process itself. Management functions and decision-making are listed. And also the main decision-making processes are highlighted, which ultimately will be positively reflected in ensuring the main goal of the organization.

Keywords: Decision making, efficiency, educational institution.

INTRODUCTION, LITERATURE REVIEW AND DISCUSSION

Any adult has to make decisions. He gains this skill with experience. Every day a person receives hundreds of solutions - in a lifetime, the amount reaches astronomical figures.

The range of solutions is huge: from choosing a menu for breakfast to choosing a profession. Often there are a lot of alternatives, but most routine daily decisions are made without systematic consideration.

But the decision-making process in management is more systematic than in personal life. The stakes here are usually much higher, because the person's personal choice will only affect him and several of his relatives, and the manager determines the course of action not only for himself but also for his organization and its employees. Top-level managers often make decisions worth millions of dollars. More importantly, management decisions can greatly affect the lives of many people, at least subordinates, and sometimes all employees of the organization. The decisions of the top management of a large and influential organization often take shape in the local community. For example, the once prosperous cities of New England practically died out when the textile and shoe factories that determined the welfare of the region were moved to the south of the country and abroad.

Some management decisions literally change the course of history, for example, President Truman's decision to use the atomic bomb [1].

Responsibility for the most important organizational decisions is the heaviest moral burden, which is especially clearly manifested at the highest levels of government. However, all managers manage property owned by other people, and therefore their decisions affect their lives. If the manager decides to dismiss the subordinate, the employee may suffer, but if you leave a bad employee, the effectiveness of the organization may decrease, which will negatively affect its owners and the entire staff. Therefore, the manager simply cannot afford to make rash decisions.

In a recent study, it turned out that according to 77% of managers, the number of decisions that need to be taken in the course of a typical working day has increased significantly; more than 43% said that the time allocated for decision-making was greatly reduced [2]. Most managers make decisions one by one, and the success of their organizations depends more and more on their decisions. A bad decision today can cost millions. What do managers need to make effective decisions in today's fast-paced business world? To do this, managers need:

- Know when it is time to abandon the decision made earlier. When it becomes apparent that the solution does not work, one should not be afraid to abandon it. As already mentioned, many people block or distort negative information because they do not want to admit that their decision turned out to be wrong. They are so attached to their decision that they refuse to admit that the time has come to move on. In today's dynamic environment, this approach to decision making is simply unacceptable.

- Practice the principle of "five why." When the environment is characterized by increased uncertainty, one way to stimulate the right decisions is for people to come to a broader and deeper understanding of the problem. Since the time to make a decision is usually very short, sometimes it is tempting to conduct only a superficial analysis. And the "five why" approach implies that the manager learns to ask this question not just once, but five times [3]. When this question is first asked, the answer will usually be a superficial explanation of the problem; the subsequent "why" make the decision-maker penetrate deeper into the essence of the problem and analyze several possible solutions.

- Try to make an effective decision. The decision-making process has five distinctive characteristics: "It focuses on the most important; he is logical and consistent; it involves both subjective and objective considerations; it requires just the amount of information and analysis that is necessary to solve a particular problem; it encourages the collection of relevant information and informed opinions and the manageability of this process; it is straightforward, reliable, easy to execute and flexible" [4].

The most important decisions of T.Weil and A.Sloan were not distinguished by novelty or originality - writes P.Drucker [5]. But they were extremely effective because when making decisions, these leaders adhered to strict rules.

1. They clearly identified problems and issues that are fundamental in nature and can be resolved solely on the basis of a certain rule, principle.

2. Defined the specifications that the solution should satisfy, that is, set the "boundary conditions" to be adhered to.

3. Developed the criteria for the "right" decision. They searched for a variant that fully met the specified specifications before switching to the search for compromises and concessions that were inevitable in the decision-making process.

4. Included in the solution found are the actions necessary for its practical implementation.

5. We checked the correctness and effectiveness of the solution found by analyzing the "feedback", that is, assessing the real course of events.

Without these elements, the process of making effective decisions is impossible, says P.Drucker.

By definition of Mesconi and Albert, a solution is the choice of one of the available alternatives. This, in essence, provides an answer to many questions. In today's complex and rapidly changing organizational world, managers have hundreds of alternatives, and in order to formulate a goal and ensure its achievement, they need to be given answers to many questions. Each management function is associated with a number of large-scale and vital decisions; Some of them are listed in the following table.

Solutions typical of managerial functions:

Planning.

1. What is our mission or nature of the organization?
2. What are our goals?
3. What changes take place in the external environment and how do they affect or may affect organizations in the future?
4. What strategies and tactics should be used to achieve these goals?

Organization.

1. How to divide the work in the organization? How can work be combined into larger groups?
2. How to coordinate the activities of different sites?
3. What decisions should employees make, especially managers at each organizational level?
4. Do I need to change the structure of the organization to reflect changes in the external environment?

Motivation.

1. What are the needs of my subordinates?
2. To what extent are these needs met in the process of achieving the goals of the organization?
3. Has the degree of job satisfaction and productivity of subordinates decreased? If decreased, then why?
4. What can be done to increase job satisfaction and productivity of subordinates?

The control.

1. How should labor efficiency be assessed?
2. How often do you need to do this?
3. How successful have we been in achieving our goals?
4. If progress is unsatisfactory, then why? How can I fix the situation?

When considering decision-making processes, all researchers suggest keeping two points in mind. Firstly, making a decision is generally quite easy, because for this you just need to choose some direction of action. It's hard to make the right decision. Secondly, decision making is a psychological process. Everyone knows that human behavior is not always logical; that sometimes logic drives us, and sometimes emotions. Therefore, it is clear that the methods used by managers in the decision-making process are also both spontaneous and logically sound. Decision-makers are influenced by a number of psychological factors. Mesconi and Albert define three categories - intuitive, judgment-based and rational. They will be described in detail in the next chapter of the dissertation.

Other recommendations for decision-making in today's fast-paced world were presented by Karl Wick, a specialist in organizational psychology, he studied organizations and how people work in it. He argues that the best way for managers to respond successfully to the unpredictability and uncertainty of the environment is to "build an organization that can detect the unexpected by as it grows and develops and quickly adapt to a changing environment" [6]. He called such organizations highly reliable organizations (HROs) and claims that they all have five distinctive characteristics. First of all, they are not fooled by success. HROs are more concerned with their failures. They closely monitor any deviations at an early stage and react very quickly to all events and results that at least in some way do not meet their expectations. The next distinguishing feature of HRO is that they rely less on forefront experts. Such employees — that is, people who interact with management, employees, parents and so on day after day — possess "first-hand" information and know better than others what can and cannot be done, what will and will not work. Further, HROs allow decisions to be made as a result of

unexpected events. The fourth distinguishing characteristic of HRO is the acceptance of complexity. In essence, it echoes the principle of “five why” described above. Organizations recognize that “in order to adequately assess the complexity of a situation, a complex approach is needed. Instead of simplifying the data - which many people encounter with something complicated often do instinctively - HRO seeks to understand the situation as deeply as possible. And finally, such organizations predict not only events but also their limits. Such organizations really try to anticipate events as accurately as possible, but admit that they cannot foresee everything. Only by doing something can you determine exactly what works and what doesn't.

Making decisions in today's fast-paced world, as we see, is a very difficult task. And any manager who wants to achieve great heights in their professional activities needs to acquire effective decision-making skills. Only in this case will he be able to successfully plan, organize, manage and control.

Effective people make few decisions. They focus on important things. They are not so much “looking for a way out” of difficult situations as they carefully think over strategic and basic issues. In every case, from the very beginning, they are trying to make several key decisions at a conceptual level. In any situation, they are looking for fundamental "constants". That is why such workers are in no hurry to make decisions. They want to know what the essence of the decision is and what realities are behind them - the realities that this decision should satisfy. They are interested in the result, rather than specific methods for achieving it. They want their decisions to be not just smart, but wise, logical and rational.

Given the above, in our research work, in order to make logical and rational decisions, we went to make decisions typical of managerial functions: organizational decisions are the alternatives that a manager must choose in order to fulfill the obligations stipulated by his position in the organization. The goal of any organizational decision is to stimulate the achievement of the organization's goals. Therefore, we can say that the most effective organizational solution will be one that, after actual implementation, will provide the greatest contribution to achieving the organization's main goal.

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