

## IMPORTANCE OF MANAGEMENT DECISIONS, ISSUES OF IMPROVING THEIR PREPARATION AND ADOPTION

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### Annotation

This article shows that the preparation, adoption and implementation of decisions as a process of managerial activity of a manager has a certain technology. The methods consistently used in this process and the ways in which performance goals are achieved will depend on the personal culture of the leader. At the same time, it is stated that the manager responsible for the development of the management system faces many tasks and a choice of means that can be used to achieve each goal.

**Keywords:** Decision making, organization, efficiency, management process, management decision making.

The relevance of the research topic is because the implementation of management decisions consists of actions to implement decisions, determine results and consequences evaluate and analyze results and feedback. The importance of feedback comes from the fact that ultimately the degree of completeness of the implementation of these management decisions gives real results and gives meaning to the work of the management system. The implementation of management decisions is the most labor-intensive, complex and lengthy stage of the decision-making process.

The effectiveness of a management decision depends not only on its absolute correctness, but also on the achievement of its goal only if it is consistently and timely implemented. Thus, the effectiveness of a solution depends not only on its quality, but also on the quality of its implementation. Modern management literature shows that implementing a management decision is often more difficult than making it. "A potentially less effective solution may end up becoming more effective with significantly improved implementation. Therefore, it is very important to first assess the compliance of the goals and target indicators of the management decision. When assessing feasibility, it is necessary to take into account all important factors of the



external and internal environment of the enterprise from the point of view of a systematic approach.

**Level of knowledge of the topic.** Since management decisions are the main factor determining the effectiveness of management, they are the focus of attention of many scientists, and the following scientists have carried out major scientific works: A.S. Kuldashv, A.P. Akbarov, R.S. Gulomov, V.Yu. Teplysheva, N.A. Kazakova, A.V. Alexandrova, S.A. Kurashov, N.N. Kondrashev, V.A. Barinov, V.L. Kharchenko, A.V. Bataeva, T.N. Babich, I.A. Kozieva, Yu.V. Vertakova, E.N. Kuzboev and others.

### Analysis and result

A management decision is a generalized expression of the management process at the final stage - this is the choice of an alternative option within the scope of the manager's official powers, aimed at achieving the goals of the organization. Choice is a specific formulation of the control action on the control object, predetermining the actions necessary to change its state.

Solutions must meet certain requirements. The main ones are reasonableness, accuracy of formulation, real feasibility, timeliness, economic efficiency (determined by the amount of costs), and efficiency (as the level of achievement of set goals in relation to resource costs). As a rule, decisions should be made where a problem situation arises; To do this, managers at the appropriate level must be vested with authority and bear responsibility for the state of affairs at the managed facility. A very important condition for the positive impact of a decision on the work of the organization is its compatibility with previously made vertical and horizontal management decisions (unless, of course, the next decision is aimed at a radical change in the entire development policy).

In a management decision, all types of management activities intersect and concentrate to one degree or another. Thus, decisions are central to management and organization. They are adopted by authorized subjects of management and are aimed at regulating a wide range of subordinate relations.

Making management decisions is a very complex and important process, including a number of stages, which sometimes takes a lot of time and requires the creation of special units [5, p. 60]. For example, some studies show that 75-85% of the time of



management employees is spent on preparing, approving and implementing their own decisions, as well as decisions made from above. The organization of information equipment is also important for the management decision-making process.

Preparation, adoption and implementation of decisions as a process of managerial activity of a leader has a certain technology: consistently applied methods and ways to achieve the goals of the activity. At the same time, the manager responsible for the development of the system may have many goals and competing ways and means that can be used to achieve each individual goal. But first it is necessary to determine the content of the tasks that will ensure the achievement of goals. These tasks can be described as a “task tree”.

From a technological point of view, the adoption process can be represented as a sequence of steps and operations that have direct and reverse connections. International management methodology analyzes a management decision as a procedure consisting of 3 stages: preparing a decision, making a decision, executing a decision.

Any management decision presupposes an individual specific result; therefore, the goal of management work is to search for forms, methods, means and tools that help achieve the best result in certain conditions and circumstances. The result of the work at this final stage is the result of the entire process of preparation, adoption and implementation of the decision under consideration - the complete achievement of the goals of the decision within the allocated funds.

At the stages of the process of preparation, adoption and implementation of a decision, the stages of data collection, creation of models and selection of evaluation criteria are not highlighted. All this is done at almost all stages of preparation, adoption and implementation of the decision. For example, certain evaluation criteria are used in ranking problems and goals, selecting alternative solutions, determining the level of implementation of a solution, etc.

The same applies to the use of individual management functions (organization, motivation, control) in the process of preparing, making and implementing decisions. Obviously, they should be used at all stages of the process.

A clear sequence of stages is rarely clear, since to one degree or another they are carried out in parallel.



It rarely happens that a problem can be justified and solved the first time. Changing previously developed goals within acceptable limits can significantly increase the efficiency of solving a problem, using more effective means of achieving it. The key to a successful solution is a repeating cycle of setting a problem, selecting final goals, developing ways to achieve goals, assessing their effectiveness, experimental testing, clarifying final goals, developing new solutions, etc.

Many organizations do not devote enough time to conducting internal control, limiting themselves to conducting mandatory audits, taking inventory, or checking budget execution. However, failure to comply with internal controls can lead to uncontrollable debt, legal disputes with counterparties and tax authorities, and even bankruptcy of the organization. In our opinion, these problems can be avoided by creating an effective internal control system (ICS) in the organizations themselves and increasing investment attractiveness. In large organizations, special employees and even entire departments carry out internal control of business processes. However, internal control has not yet become widespread in small and medium-sized businesses. Nevertheless, this issue is especially relevant for small and medium-sized businesses. Practice shows that internal control must always be present in any organization, regardless of its size, type of activity and legal form. Therefore, internal control becomes relevant not only for large and medium-sized organizations, but also for small businesses. In addition, this is regardless of whether this service has a special unit or not. The most effective way to improve the effectiveness of a management decision is to collect information before making it. Making a management decision is an intermediate stage between direct decision and influence, i.e. implementation of this decision. Its effectiveness is assessed along with the effectiveness of solution development and implementation.

The exact formula for calculating efficiency is very complex; it takes into account more than sixty economic indicators. Profitability, labor productivity, return on financial investments, the ratio of average wages to the growth rate of labor productivity, capital turnover - these are the most important factors.

Efficiency can be assessed both from the point of view of the work of the management apparatus of the entire organization, and from the point of view of individual decisions. The main criterion for such an assessment is the cost of organizational and technical measures implemented as a result of the decision and the results obtained, that is, the ratio of benefits.



In order to reliably assess the effectiveness of the management apparatus, it is necessary to keep separate records of the organization's income and expenses for each product group. In practice, it is difficult to keep such records, so efficiency analysis is carried out on the basis of general indicators: an increase in the volume and speed of turnover, a decrease in the amount of inventory allows us to draw the correct conclusion. After all, the goal of any management decision is to minimize costs and increase the organization's income.

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**Conclusions and recommendations.** In the management process, managers make certain management decisions that affect the internal structure of the organization and relationships with other market participants. The modern digital economy and information technology also influence the management process.

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For modern enterprises, it is recommended to use the Gold START document management program. Gold START is an electronic document management system



for business and work groups. A completely ready-to-use system is installed in a few minutes and solves the problem of automating work with internal and organizational documents. This allows for their reliable centralized storage, rapid creation using templates and electronic approval. Ideal for small commercial organizations involved in intensive document exchange with customers, suppliers or market regulators. This allows you to avoid losing documents, respond faster to requests, reduce time costs and reduce the impact of the “human factor”.

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