

MANAGEMENT CONTROL AND ITS FUNCTIONS IN ORGANIZATIONS

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Abstract:

Abstract: The article provides information about managerial activities, management and its functions in organizations. Analytical comments are made.

Keywords: management, division of labor, management, activity coordinator, production.

TASHKILOTLARDA MENEJMENT BOSHQARUVI VA UNING FUNKSIYALARI

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Annotatsiya:

Maqolada tashkilotlarda boshqaruvchilik faoliyati, menejment boshqaruvi va uning funksiyalari haqida ma'lumotlar yoritilgan. Tahliliy mulohazalar yuritilgan.

Kalit so'zlar: menejment, mehnat taqsimoti, boshqaruvchanlik, faoliyatni muvofiqlashtiruvchi, ishlab chiqarish

Introduction

Management is a certain type of work, activity. It is cooperation and division of labor along with special type of work. In the conditions of cooperation, each producer performs only a part of the common work, therefore, in order to achieve a common result, joint actions are required in this process, and the activities of all participants of joint work are coordinated. It is difficult to give a complete definition of management, because it is a very complex, multifaceted phenomenon. There are more than 300 definitions.

A. Fayol, a management classic, gives the following definition: "Foreseeing, organizing, managing, coordinating and managing; predicting, that is, considering the future and developing a program of actions; organization, i.e. construction of bilateral material and social enterprises; disposal, i.e. forcing employees to work properly; coordination of all actions, i.e. actions of connecting, combining, harmonizing; to control the work carried out in accordance with the established rules and orders".

Lee Iacocca believes that management is nothing more than "adjustment". Akio Morita, thinking about the qualities of a manager, says that it is judged by how well he can organize a large number of people. He knew that the most efficient way to achieve the best results is when each of them can combine their work into a whole. And Peter Drucker defines management as a specific type of activity. That is, he knows that he will turn a disorganized crowd into a purposeful and effective group.



There are many definitions of management. All the above definitions can be summed up and it can be said that it is the influence of a management subject on a specific management object based on a specific goal.

Management differs from labor as a separate type of work. It creates tangible goods and services. Features of management are:

- * subject of work that is the work of other people;
- * labor tools - organizational and computer technologies, information, its collection, processing and transmission system;
- * a labor object, which is a group of people, within the framework of a certain cooperation;
- * labor product that is a management decision; * the results of the team's work expressed in the final results.

Any organization is an open system. The vital activity of the organization consists of three main processes:

- 1) obtaining resources from the external environment;
- 2) turning resources into finished products;
- 3) transfer of manufactured products to the external environment.

A manager is a person who has the authority to make decisions on certain types of organization's activities.

As a single process that ensures consistency of management, the joint work process is a variety of management functions that are implemented in different forms. The composition of control functions is related to ensuring the effective response of the control system to any changes in the controlled system and the external environment.

The direct control effect on the control object is carried out through the interaction of three functions:

- planning,
- organization

-motivation These are the main management functions, which are implemented in the organization in any case. In addition to the main ones, there are also specific management tasks. Their collection and composition depends on the specific characteristics of the managed object. These include: primary production management, subsidiary production management, human resource management, financial management, marketing management, innovation management, etc.

In general, the core of the planning process is goal setting.

Today, there are a number of pressing issues regarding the effective outsourcing of corporate governance. Among these are effective externalization of financial support, attracting cheap financial resources, forming the optimal composition of capital by determining the capital price, successfully placing the issued securities, increasing liabilities in a timely manner through the effective use of borrowed funds. as a result, having a positive credit history, successful implementation of the open subscription of shares, determining the optimal ratio in the reinvestment of the achieved net profit and distribution to dividends. The successful implementation of these tasks serves the success of the corporate structure, the increase of market prestige, and the maximization of business value.

As a result of the reform of national enterprises in recent years, the general problems in the economy of the corporate sector are directly related to the existing problems in the corporate



management system, which represents the conflicts of interests between owners, shareholders and managers. This can be explained by the lack of high corporate culture in local joint-stock enterprises under the influence of economic, legal and social problems related to the formation of "economic democracy" in the post-privatization business environment. In the process of deepening socio-economic reforms in Uzbekistan, great attention is being paid to the further development of activities through the implementation of structural changes in the national economy, the modernization of enterprises and associations based on different forms of ownership and management. In particular, measures have been taken to increase the role and importance of supervisory boards, general meetings, and audit commissions in the activities of joint-stock companies, to ensure the participation of minority shareholders in the management process, and to expand the opportunities for all shareholders and investors to receive information about the activities of joint-stock companies. is increasing.

Decree No. PF-4720 of the President of the Republic of Uzbekistan dated April 24, 2015 on the improvement of the management system of joint-stock companies "On measures to introduce modern corporate management methods in joint-stock companies" and the Cabinet of Ministers of the Republic of Uzbekistan dated April 16, 2006 Decision No. 215 of October "On measures to ensure the effective management of enterprises with a state share in the charter fund and accounting of state property at the necessary level" is based on the scientific and practical analysis of the experiences of modern corporate management practices in joint-stock companies. introduction of wide application of advanced achievements, organization of diagnostics of corporate management system based on generalization of advanced foreign and national experience along with radical reorganization of management bodies, development of manuals and internal corporate documents in order to improve corporate management system are listed as priorities in our country.

In order to implement priorities for modernization of our country and liberalization of all spheres of life, the President of the Republic of Uzbekistan Sh.M. Mirziyoyev's Decree "On the Action Strategy for the Further Development of the Republic of Uzbekistan" adopted on February 7, 2017, the tasks defined, in particular, the reduction of state participation in the economy, the protection of private property rights and further strengthening of its priority position, small business and in the process of continuing institutional and structural reforms aimed at stimulating the development of private entrepreneurship, the introduction of modern standards and methods of corporate management, the consistent implementation of strengthening the role of shareholders in the strategic management of enterprises is more important.

However, the effectiveness of corporate governance depends on many factors, in particular, compliance with corporate governance standards. Effective corporate governance is a signal for investors to buy stocks, make long-term investments. This is because effective corporate governance reduces the risk of crisis situations or at least increases the probability of their successful resolution, ensures "transparency" of relations with shareholders and investors.

At the same time, the effectiveness of the corporate management system not only increases the company's market value, but also increases its competitiveness in the financial markets, lowers the cost of lending and makes it more attractive to investors.

Also, an effective corporate governance system allows more active introduction of new, modern approaches in the management system of joint-stock companies, including:



- improvement of the procedure for holding general meetings of shareholders, meetings of supervisory boards and executive bodies;
- transparency of companies' activities and their transactions (improvement of the disclosure system) and improvement of the internal financial control system;
- to strengthen the role of the supervisory board in the management of the company (inclusion of independent members in the supervisory board, creation of appropriate committees under supervisory boards);
- increasing the accountability of executive bodies to the supervisory board and general meetings of shareholders;
- makes it possible to create a reasonable dividend policy and strategy for the development of a joint-stock company.

Joint-stock companies of our republic feel the responsibility to introduce corporate management standards and increase the efficiency of corporate management. However, shortcomings in the introduction of corporate governance standards in joint-stock companies, the need to improve the legal framework within the framework of the shareholder legislation, difficulties in applying the criteria for evaluating the effectiveness of corporate governance do not allow the implementation of full-fledged corporate governance standards. In particular, the lack of a scientifically sound methodology for evaluating the effectiveness of corporate governance makes it difficult to understand the need to comply with corporate standards. In addition, the problem of relations between shareholders and executive bodies in increasing the efficiency of joint-stock companies remains relevant. Inadequate capacity of professional managers, the problem of lack of control in management, integration of foreign companies, attraction of foreign investments, access to foreign markets, etc. remains a serious obstacle.

Corporate governance is a set of mechanisms, processes, and relationships used by various parties to manage and operate corporations. Management structures and principles determine the distribution of rights and obligations among various participants of the corporation (for example, the board of directors, managers, shareholders, creditors, auditors, regulatory bodies, etc.). stakeholders) and includes rules and procedures for decision-making in corporate affairs. Due to the possibility, corporate governance requires conflicts of interest between stakeholders, mainly between shareholders and top management or between shareholders.

In order to analyze and monitor the activities of state-owned enterprises, to ensure the openness and transparency of their activities, the decision of the Cabinet of Ministers No. 674 of October 30, 2020, it was decided to post the main financial and economic indicators of enterprises on the website of the Davactive Agency.



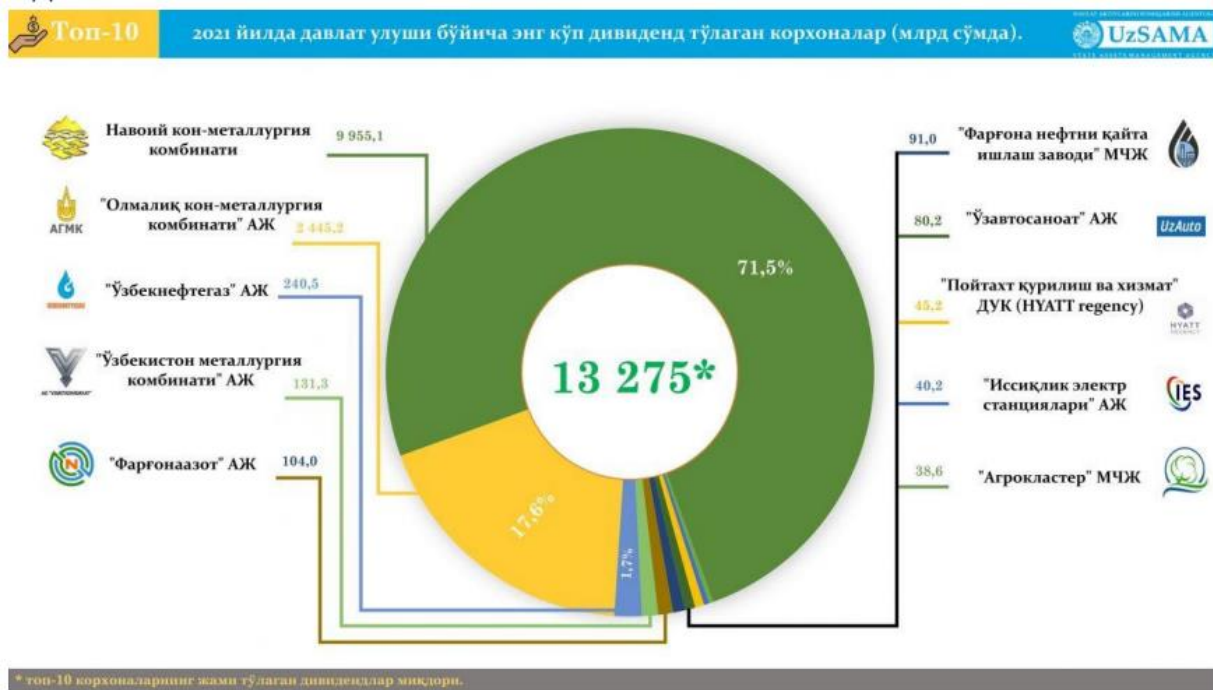


Figure 1. Top 10 state-owned enterprises that paid the most dividends in 2021

It was mentioned in the roundtable discussion held by the Committee on Budget and Economic Reforms of the Oliy Majlis Senate on the topic of "Issues of Demonopolization and Privatization of State Property" in the State Assets Management Agency.

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