



## DECISION-MAKING IN MANAGEMENT AND ORGANIZING THE IMPLEMENTATION OF DECISIONS

Akbarova Gulnoza Saminovna

Yangihayot district, Preschool Educational Organization No. 459

<https://doi.org/10.5281/zenodo.17033415>

### Abstract

This article highlights the theoretical and practical aspects of the decision-making process in management and the organization of their implementation. Scientifically grounded approaches, data analysis, evaluation of alternative options, and the identification of efficiency criteria are considered as key factors in decision-making. In addition, organizational mechanisms, control and monitoring systems, leadership styles, and motivational factors are analyzed separately in ensuring the implementation of decisions. The study substantiates that making managerial decisions at the strategic level and ensuring their successful implementation in practice is of great importance for national development and an effective management system.

**Keywords:** managerial decisions, decision-making process, implementation of decisions, management, organizational mechanisms, control and monitoring, leadership style, motivation, strategic management, national development.

The initial — preparatory stage of decision-making in management is based on the method of situation assessment. At this stage, a list of problems is developed, and the process of assessing the situation is carried out. For this purpose, a database of information related to solving the identified problems is created, along with a list of important but unresolved issues for management, i.e., the “agenda” of the decision. In addition, the most significant problems and issues are selected, and the criteria ensuring the success of decision-making are formulated.

Within the technological processes of the decision-making stage, work is carried out in the following manner: identifying problems through situational analysis; after acknowledging the existence of problems, the management body chooses one of the following three alternatives:

- 1.to determine its neutral attitude toward the problems or to form a viewpoint before taking any measures or actions regarding them;
- 2.to deliberately postpone the decision-making process for a longer period;
- 3.to begin active measures to resolve the preparatory stage.

In the third case, the management body or organization has several options for action: it may start its activities to address the situation without conducting any analysis; it may deliberately delay the process under the guise of taking action in order to study emerging contradictions more deeply—during which problems and issues become clearer, enabling the identification of more beneficial and effective solutions; or it may delegate the resolution of problems to other levels (for example, to civil society institutions). Afterwards, measures are quickly taken to coordinate the situation.

Conditions for Making Managerial Decisions

1. Invite those authorized to participate in the decision-making process to the discussion.

2. It is very important to determine the venue of the meeting and announce it in advance.

3. Any decision should, if possible, be made within 30 minutes.

4. If the discussion reaches a deadlock or it becomes impossible to make a decision, it is advisable to use the method of "brainstorming." This method allows for the generation of multiple alternatives. During this process, disputes, self-promotion, criticism, or quarrels are not allowed. In brainstorming, all participants have equal rights to express their opinions, and any proposal, even the most absurd one, should be accepted as one of the possible options.

The Stage of Preparing Decisions. In theory, attempts are often made to differentiate the decision-making process according to various perspectives. However, three main stages of decision-making are commonly distinguished: preparation, defining objectives, and implementation.

At the preparatory stage of decision-making, the task is to identify and define the problem. For this purpose, a database of information necessary for solving the problem is formed. A list of problems (agenda) is compiled, the most important issues are highlighted, and criteria for determining the dynamics of the problem and the achievements in solving it are developed.

### **The Main Stages of Managerial Decision-Making**

1. Identifying priority problems and forming the daily "agenda." At this initial stage, the necessary information for making managerial decisions is collected, essential data are selected and analyzed. The interests, needs, and demands of individuals, social groups, and public associations are studied. Priority issues awaiting solutions are identified, and the "agenda" of socio-political tasks expected to be addressed by government or other state bodies is drawn up.

2. Developing and reviewing alternative solutions. The creation of different options for managerial decisions stems from the objective need to select the most optimal one. Moreover, the emergence of alternatives may result from the pressure or aspirations of competing political forces seeking to promote their own projects related to certain managerial decisions.

3. Final selection, formulation, and legitimization of the decision. This stage represents the core of the decision-making process, carried out either through democratic voting or by mutual agreement. At this stage, obligations arise for citizens (employees) to implement the decisions made.

4. Implementation and practical application of the adopted decision. At this stage, managerial decisions are put into practice and enforced.

5. Monitoring the implementation process and establishing feedback. This is the concluding stage of decision-making. Neglecting the monitoring process and ignoring feedback on the outcomes may lead to misinterpretation of decisions, their non-implementation, or even consequences contrary to the intended objectives.

**The process of making managerial decisions** is a specific type of labor activity that requires high qualifications and practical experience. Typically, managerial decision-making is goal-oriented and implemented within certain rules and a defined framework of actions.

**Monitoring the implementation of the decision and making necessary adjustments.**

The essence of applying managerial decisions can be summarized in the following three stages of actions carried out by leaders:

1. Communicating managerial decisions to the relevant managers and employees;
2. Conducting briefings for the relevant managers and employees to ensure the effective application of the decisions;
3. Detailing, modifying, amending, and supplementing (editing) managerial decisions during their implementation by the relevant managers and employees.

**Communicating managerial decisions** to the relevant managers and employees means providing them in a timely, complete, and accurate manner with all the necessary information about the decisions to be implemented in the near and distant future. Such communication can be carried out through direct introduction to the specific managerial decisions that contain this information, as well as by providing written or oral information through various methods.

In addressing the above-mentioned tasks, one of the methods of determining an enterprise's (organization's) capabilities is identifying the available resources. This includes distributing the organization's operational programs among specific groups and individual performers, eliminating contradictions between short- and long-term directions, and forming organizational structures.

At the **goal-setting stage**, it is ultimately necessary to evaluate the planned activities and select the most optimal model of action by comparing various model parameters. The ultimate aim of choosing an alternative is the ability to foresee and identify factors (both predictable and unpredictable, controllable and uncontrollable) that may influence changes in internal and external events of the state.

It should be emphasized that the **process of ensuring the implementation of decisions** is the transformation of program goals and objectives into forms of practical activity. This process is complex, and the French politician M. Rocard described it as follows: "This process resembles a battle... Here, the executors must first accept the idea, gain the consent of interested parties regarding the methods of implementation, persuade the hesitant, weaken the opponents, continuously monitor the passage of the decision through the state machinery, and ensure constant supervision of its execution..."

### References:

1. Okafor, C. E. (2018). Human resources in education: development and utilization. *International Journal of Novel Research in Humanity and Social Sciences*, pp. 238–242.
2. Vukovich, G. G. (2019). *Personnel management: theory and methodology*. Ekonomika. Professiya. Biznes, (4), 21–25.
3. Bush, T. (2007). *Educational leadership and management: theory, policy, and practice*. South African Journal of Education, 27(3), 391–406.
4. Sharifkhojaev, M., & Abdullayev, Yo. (2001). *Management*. Tashkent: "O'qituvchi", pp. 73–78.
5. Djurayev, R. Kh., & Turg'unov, S. T. (2006). *Educational management*. Tashkent: "VORIS-NASHRIYOT".
6. Valiyeva, F. R. (2021). To Develop Professional Training of Professional Education Specialists by Ensuring. *International Journal of Trend in Scientific Research and*

Development (IJTSRD), Special Issue on International Research Development and Scientific Excellence in Academic Life. Available online: [www.ijtsrd.com](http://www.ijtsrd.com), e-ISSN: 2456-6470.

7.Valiyeva, F. R., Abdunazarova, N. F., & Zakirov, A. A. (2021). The importance of ensuring the mental, physical, and spiritual development of educators of pre-school educational organizations. Turkish Online Journal of Qualitative Inquiry (TOJQI), 12(8), 6919.

8.Shirinov, M. K. (2015). Leadership activity in the management of educational institutions (on the example of general secondary schools). Modern Education (Zamonaviy ta'lim / Sovremennoye obrazovaniye), (1), 13-17.

9.Rahmatullayev, D., & Abdullayeva, M. (2012). Management of the general secondary education system. Tashkent, pp. 6-9.