Steps and Factors of Process of the Effective Management Decision in Higher Educational Institutions

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Abstract: This article emphasizes that the effectiveness of effective management decisions in higher education institutions depends on several stages and factors, it is very important to compare the result achieved in management decision making with the expected result before making it. The article explains that this is the basis for effective decision-making.

Keywords: decision making, psychological factor, feature, daily life, systematization, process, influence, management, person, employee, service quality, productivity, activity, normative theory, descriptive theory, choice situation, objective situation, analysis

Today, the management of a modern organization is taking place in the context of growing competition and growing crisis. At the same time, the need to address various issues, uncertainties, lack of time and other resources in the implementation of many activities by managers at the same time has become urgent.

In this regard, today in Uzbekistan, under the leadership of President Sh. Mirziyoyev, a lot of systematic work is being done by the leaders of the republic, regional and local levels on how to manage and organize the work, the correct decision-making.

In this regard, it is appropriate to quote words of Sh. Mirziyoyev: “Now, each of us, first of all, the task of the heads of public administration is to ensure the responsible implementation of the tasks assigned to us on the basis of a critical assessment of the situation in the sector and network for which we are responsible.”

Many decisions are being made on various issues at the moment, but their effectiveness is very unsatisfactory.

For example, managers of large organizations face significant difficulties in making decisions on training and placement, as well as on the relationship between different departments. This is due to a lack of knowledge in the field, educational experience, and a large degree of leadership and personal ability.

The whole chain of questions and problems in an organization, institution or enterprise, in which the effectiveness of management activities often depends on the decisions made, their clear solution and the tasks assigned to the manager, production, technical, social, economic, marketing and legal tasks settings and timely execution. All the problems to be solved are taken into account by any manager, and this is reflected in his management style as well as in the whole management process.


The world of science has enormous scientific potential in making management decisions and enforcing them. In particular, textbooks "Management Decisions" by N.V. Zlobina and "Management Decisions" by E.V. Pirogova discuss the essence and nature of management decisions, their role in the management system, as well as the structure and various methods of management decisions.
A.T. Zub in his book “Management Decision Making. Theory and Practice” provides a basic theory of management decision-making in public administration, approaches and principles of decision-making in different contexts. The next expanded edition of this handbook outlines the basic concepts, approaches, and norms of decision making.

Theoretical ideas and practical instructions on the decision-making process are widely used in the books of I.S. Novikov’s "Development of management decisions”, E.A. Smirnov’s "Management decisions", O.I. Larichev’s "Theory and methods of decision making". However, effective decision-making technologies have not been developed by the heads of higher education institutions in these works.

Given the above, it is important to improve the quality of management processes, management decisions, their control, the development of effective management decision-making technologies in the management of higher education institutions.

There are times in human life when one of several options is chosen. Everyone has to make hundreds or thousands of decisions every day. For example, which clothes to choose on the wardrobe, which food to choose from the menu, the type of transport to reach the destination, the choice of profession, and so on. We can cite many such examples.

And sometimes it takes a long time to make very clear decisions, because psychological factors that are difficult to explain prevent you from making decisions quickly. For example, some people think a lot about buying a pair of shoes, as well as buying very expensive items (buying a car) quickly. But in management, decision-making is a regulated process that is different from the decisions that are made in everyday life.

But management decision-making is a more systematic process than personal life. When a person thinks about the impact of a decision on his life, the decision made by the manager in the process of managing the organization affects the organization in which he operates and the large number of employees in it is thoughtfully accepted.

A leader chooses a course of action not only for himself but also for the organization, firm, and other employees he or she chooses to lead. Senior executives at large organizations sometimes make decisions that determine the future of the organization. Management decisions affect the lives of many people, every employee. For example, a manager may warn an employee who is late for more than 20 minutes or those who are involved in community work during working hours, and may announce a warning if the situation is dangerous. Another leader may conclude that being overly rigid in such matters can lead to mental health problems, resulting in delays in work, poor quality of service to consumers, and reduced productivity and product quality.

The decision is the end result of management activities. If the subject of labor in management is information, then the product of its labor (result) is the decision of management. A management decision is also the realization of the goals and mission of the firm, organization or enterprise. It is in this process that hundreds and thousands of people meet their needs, gain status, grow in all directions, and on this basis, society develops.

Decision-making is the process of choosing the best option from the available options within the scope of its authority and competence to achieve the goal set before the head of the organization.

Decision-making and decision-making are the main forms of management activity, which reflect the content of the leader's work and its impact on the community.

The wisdom of the decision depends on several factors. The main ones are:

- completeness and quality of information in the decision-making process;
- personal qualities of the decision-maker;
- the level of rational solution of organizational issues in decision-making (for example, the involvement of specialists in decision-making, the level of perfection of the decision-making system, the level of communication, control and implementation of the decision, etc.).
The key elements of management decisions are issues, responsibilities, and deadlines. The reasoned decision is based on the objective laws of the governing and controlled systems and the characteristics of the specific situation.

Many decisions are being made on various issues, but the results are unsatisfactory. For example, managers of large enterprises and firms have significant difficulties in making decisions on training and placement of personnel, the relationship between different departments. This is due to a lack of knowledge, educational experience and personal skills of the leader-entrepreneur.

The current stage of development of science is characterized by the formation of new directions that combine different areas of scientific knowledge. One such new direction is decision making. The need to optimize automated management systems in various sectors of the economy (industry, transport, construction, etc.) has raised the issue of decision-making to the level of an independent issue. This situation gives rise to various aspects of decision making, i.e. psychophysiological, technical, cybernetic, sociological, and so on.

The need for decision-making in decision theory is problematic. The problem situation is determined by the emergence of certain needs (biological, psychological, social, state, etc.). A decision is made to resolve the problem. So, decision making is the process of solving a problem. As a result of this process, a decision is made. **Decision** is the product, the result of the decision-making process.

Decision-making theory is the study of people's laws for solving problems, as well as ways to achieve the desired result. There are two types: normative theory (which describes the rational decision-making process) and descriptive theory (which describes the decision-making process).

Decision making is divided into the following components:

1. Decision making.
2. Referral for execution.
3. Creating conditions for performance.
4. Exercising control.

The key to decision-making is not just to choose an alternative, but to find a reasonable solution to the goal set by management. Therefore, the decision-making process is different and more complex, depending on the content and scope of some elements. The decision-making process involves the following steps.

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**Figure 1. Steps in the decision-making process**
There is always a problem to be solved in the management process. Because of the deviation from the established parameters for various reasons, there is a need for new processes, resulting in the need to know, analyze and solve the problem that arises before production.

Once the need for decision-making and the specific situation at the object under analysis are identified, the purpose of the decision, which can be achieved in different ways, is formed and tasks for its solution are set. The purpose of the decision may be stated by a higher authority. For example, higher education institutions need to improve the quality of education and gradually move to self-governance and funding. Based on a number of considerations, higher education institutions that are self-governing and self-financing will be identified. The ministry decides to change their specialization, and for this it develops a plan for a gradual transition to self-government and funding. Once the assignment is received, the university administration prepares the decision for implementation.

The main goal and task here is to develop competitive, high-quality personnel that meet the world standards required for the republic. Thus, problem identification begins with identifying the situation and the causes of the problem. Situation identification is the analysis of the causes of a problem (Figure 2).

![Problem Diagram](image)

**Figure 2. The process of analyzing the situation and identifying the problem**

The decision-making process consists of the following steps:

1. Problem situation analysis;
2. Identifying the problem and set a goal;
3. Searching for relevant information;
4. Developing a set of possible solutions;
5. Formulation of decision evaluation criteria;
6. Development of indicators and criteria for implementation of decisions;
7. Evaluation of decisions;
8. Making the best decision;
9. Implementation of the decision;
10. Monitoring of implementation;
11. Evaluating the result.
V.V. Druzhinin and D.S. Kontorov suggest three types of decision-making situations:
1) information decision;
2) operative decision;
3) organizational decision.
The information decision is to diagnose the situation. Operational decision-making teaches what to do when developing problem-solving methods. The organizational decision is the system of execution of the decision.

T. Tomashevsky suggests four types of decision-making situations:
1. Choice situation - in any situation, a person selects, classifies and reacts to certain data.
2. A complex situation is a situation in which information is obtained from more than one source.
3. Preference is given to choosing one of more than two different options.
4. Possible situations are choices when dealing with insufficient information.

YU. Kozelesky suggests two types of decision-making situations:
1. Hidden situation is a situation where there is a lot of information about the condition of an object and a person does not know which of them is real.
2. Open situation - characterized by uncertainty. There is a lot of information about the condition of the object.

it is essential to compare the outcome achieved in decision making with the expected outcome before making it.

Conclusion
The effectiveness of effective management decisions in higher education depends on the above factors. Management helps prevent future shortcomings from recurring in subsequent decisions.

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