



SCIENTIFIC AND METHODOLOGICAL ASPECTS OF ORGANIZATIONAL STRUCTURES OF MANAGEMENT IN MANAGEMENT

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ABSTRACT: - The article describes the management structure and its economic essence, analyzes the views of individual scientists on the content of management structures, reveals the place and importance of management structures in an organization.

KEYWORDS: Management, system, management structure.

INTRODUCTION

In recent years, in Uzbekistan, special attention has been paid to the development of the construction sector, like all other sectors. As a result of the decrees and decisions of the government and the head of state aimed at further improving the system, the adopted state programs, the measures to ensure their implementation, and to increase the effectiveness of reforms in the network, the

scope of creativity is expanding more and more.

In particular, the 2021-2025 strategy of modernization, rapid and innovative development of the construction network of the Republic of Uzbekistan is a clear example of this. The goal of the Strategy is to create modern management methods in the construction industry, increase investment attractiveness in the implementation of

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projects, and implement changes aimed at introducing innovative solutions [1].

Many problems in the field can be solved by improving the construction management system. Increasing the efficiency of the enterprise is largely determined by the organization of the management system, which depends on the specific structure of the enterprise and the activity of all its elements in the direction of the chosen goal. At the current stage, the need to improve the management system is determined by many factors.

Organizational structures occupy an important place in management science, along with goals, tasks, functions and methods, which are the basic elements of the management system of organizations. Organizational structures embody the main idea of the systemic approach, that is, any organization is considered as a system consisting of elements and connections. The most widespread and recognized simplest form of this idea is the hierarchical connection of the organization's governing and managed systems. In the extended models, it is envisaged to bring the mutual location of all departments and components in organizations into the form of a scheme.

Organizational structures have been performing the function of regulating activities in all branches of the economy and at all levels of management. For example, in the decrees and decisions adopted on the improvement of management at the state level, the organizational structure and composition of the states are definitely determined. [2,3] At the same time, there is no consensus among scientists on the role of organizational

structures in the management system of organizations, its effectiveness and properties.

Materials and methods used. In modern conditions, the complexity of competition is increasing significantly. The development and implementation of strategic projects requires increasing flexibility and agility.

Responding to constantly changing operating conditions associated with the construction and operation of the enterprise's organizational structure. Thus, the problem of proper and competent construction of the organizational structure is particularly relevant.

A rationally created structure of the management structure largely determines its effectiveness, as it ensures the stability of the connections between many components of the management object and the integrity of the system.

Analysis of scientific literature. First, let's look at what a control system is. Management is the process of selection, decision-making and monitoring of its implementation. A system is understood as a whole set of objects consisting of closely connected parts. [4] Any system has its own structure (Latin *structura*-structure, mutual arrangement,) because "systems without structure and structures without systems do not exist..." [4].

The results of the analysis showed that organizational structure in scientific literature means "configuration and nature of relations", "totality of elements and connections", "unity of relations, connections and elements", "type of organization", "set of relations", "set of relations", "set of parts" means interposition and connection", "structure", "strict relations", "many relations".

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Organizational structures have been the focus of many scholars. Uzbek scientists such as Yo. Abdullaev and M. Toshniyozov define the organizational structures of management as a set of different management bodies and goals connected to each other that realize management goals and functions, or with equal units and links connected to each other. [5].

Russian scientists also made a great contribution to the research of organizational structures. For example, A.A. Denisov believes that "the structure is a set of elements and relations between them" [6].

Korolyova M.A. According to General, management structures are logically connected management links and functional links, their systematic arrangement, orderly division of management functions and sections of the management hierarchy [7].

If we take another source, the organizational structure of management is organizational management systems - a unit of special functional units, which are related to each other in the selection, development, and implementation of management decisions. [8].

I.Yu. Soldatova and M.A. Chernisheva describe the organizational structure of management as [9].

Organizational management systems are a set of systematically connected elements, which are integrally connected and make each other's functions and growth a whole. [10]

In other foreign literature, the organizational structure consists of division of responsibilities, coordination and control to achieve organizational goals, or the organizational structure is explained as a

scheme of hierarchical positions, orders and company partners [11.12].

Organizational structure determines how actions, distribution, coordination and control, directed and achieved organizational goals.

The organizational structure represents a simple hierarchical scheme of roles, commands and employees of the company.

Results

The analysis of scientific research on organizational structures showed that today organizational structures perform a number of specific tasks, in particular:

the control system indicates the location and position of the elements. The location of production links and functional units of organizations in the organizational structure determines the goals of their interaction;

shows the hierarchy of control system elements, i.e. mutual subordination relationships. It is known that obedience is one of the main pillars of management activity. Regardless of its types and forms, the task of obedience is of great importance in achieving the goal and in team work;

ensures the balance of authority and responsibility, rights and obligations of the elements in the organization, that is, determining the scope of responsibility for the use of resources and the results of activity is reflected in the organizational structure;

prevents repetition (intersection) of management functions in the organization. The strict definition of relations in the organizational structure ensures order in the system and implements the distribution of management functions by executives;

will be the basis for the development of functional duties (job instructions) of the

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responsible employees of the organization. Employees of the unit are assigned specific tasks based on their position in the organizational structure, and the number of employees is determined;

the organizational structure determines the direction, content and volume of internal information flows. Official documents and information in Takshlot are delivered to the address in the shortest and most appropriate way through the channels of the organizational structure.

If we critically analyze all the given definitions, we can see that there are many similarities as

well as differences in them. Another aspect is that scientists are using the term management structure and organizational structure as synonyms. As long as the initial point of view of the researcher, that is, the scientific hypothesis, should be reflected in the use of these terms.

Taking into account the social nature of the organization from the point of view of management, scientists have different approaches to explaining the nature of the organizational structure (Fig. 1). It is possible to distinguish the definitions given by scientists to the management structure in three main groups.

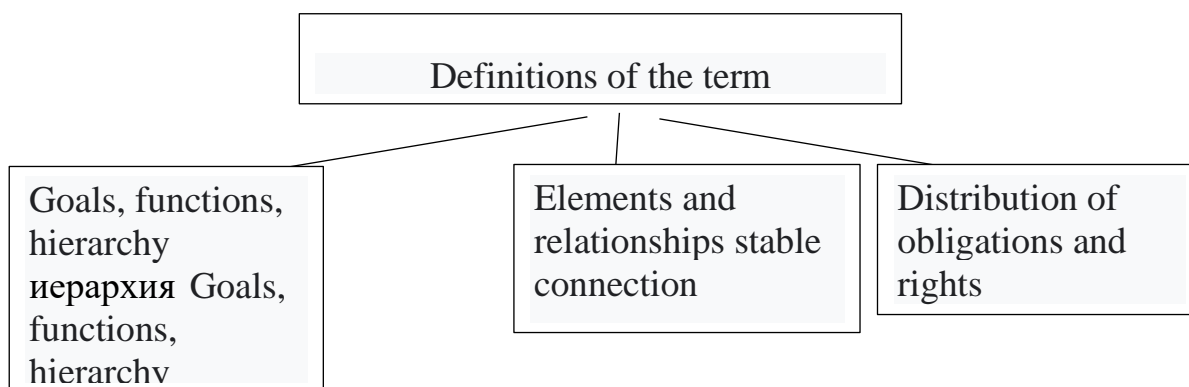


Figure 1. Approaches of scientists in defining the term "organizational structure".

In this, the first group of scientists pay attention to the distribution of goals and functions of the organization and the provision of hierarchy while defining the organizational structure of the management. The second approach of the definitions given by the scientists took the organizational structure of the management as the basis of elements and links and their connection with strong relationships. The third group of scientists considered the organizational structure of the

management as the distribution of obligations and rights.

In order to assess the completeness of the given definitions, it would be appropriate for us to study the specifics of each approach. In this case, it is necessary to take into account the purpose of the researcher of organizational structures and the uniqueness of the research object, because the researcher's clarification of economic

categories depends on his study of the research object first (Table 1).

Table 1

Analysis of the definitions given to the organizational structures of management*

Analysis criteria	Descriptions by groups		
	First	Second	Third
Approach	Goals, functions, hierarchy	Elements and relationships	Obligations and rights
Research content	Emphasis is placed on the form of the organizational structure	Organizational structure is seen as an enabler	The organizational structure is included in the research objective
Scope of the study	Link structure to strategic goals	Rationale for a systematic approach	To study the functional activities of organizations
The problem	A systematic approach has not been given enough attention	The organizational structure does not reflect the content of relationship	The organizational structure does not reflect the content of relationships

As can be seen from the table, the fact that the views of scientists on organizational structures depend on the scope and goals of research creates some scientific and methodological problems, that is, as a result of emphasizing only the strategic goals of the enterprise, considering the organizational structure of management as separate units and links, and considering the management structure only as a division of obligations and rights. causing problems with the tasks of the structures.

DISCUSSION

The importance of this problem from a theoretical and practical point of view is that in today's digitization transformation conditions, it is necessary to put strict demands on the management structure, what factors limit their tasks, and what are the criteria of effectiveness of the structures. On the other hand, in the current conditions, instead of traditional structures, the rapid introduction of adaptive structures or "new organizational structures" is of great importance for their justification.

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To summarize, the organizational structure of management is the sequence and orderly division of goals, functions, elements, links, obligations, rights and management actions at the scale of territories. Any management activity includes such elements as tasks, goals and means, methods, products and conditions, that is, the concept of "organizational structure of management" reflects the systematic activity of management.

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