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Annotation: *The essence of the article is that it expresses an opinion about the management structure, which has a material and technical base and manages certain management tasks. According to him, the importance of management in the development of the organization, its role and functions are discussed. Also, successful management factors are analyzed one by one.*

Key words: *organization, management structure, to manage, successful, the formation of the management structure, functional management structure, divisional management structure.*

The management structure can be understood as an ordered set of organization management units (positions, departments and services) that have the necessary material and technical base, perform specific management functions and are in a certain mutual connection and subordination. All links of the management structure are connected by communication channels. Thus, the basis of the organization's management structure is its functions and information flows.

Management units vary in size and structure, scope of authority, scale and complexity of the tasks being solved, and the need for information. A set of units of a certain level forms a management level.

There are general management units (directorates); linear management (management bodies of specialized structural units); functional management (for example, a planning department). It should be taken into account that the management structure can be not only formal (a set of units and positions), but also informal (a set of political groups, executors, etc.), and only their consideration as a whole allows us to talk about a full-fledged management structure.

Management structures vary in complexity. The latter can be characterized by such indicators as the number of management levels, the number of relevant units; the number of their locations; average controllability index; intensity of management processes, etc.

The management structure has a potential consisting of the potential for managing linear and functional divisions and the potential for general management of the company. The potential is determined by the number of management levels, the composition of structural divisions, the degree of their specialization, the number of personnel and automation of management processes.

The formation of the management structure is associated with the division of labor and its specialization, as a result of which the number of individual types of activity within the organization aimed at achieving the set goal is constantly growing. Since their work must be coordinated, along with the horizontal, a vertical division of labor also arises. Within its framework, some entities specialize exclusively in production activities, while others specialize in management. As a result, a single-level management structure is created.

Its specialization can be functional (based on fixing a certain list of operations), target (tasks related to obtaining a specific result are determined) or mixed, when both are present. In the case of further division of labor and the formation of several divisions, a higher body is needed to coordinate them, which makes the management structure two-level. If there are more than ten objects to be coordinated, they have to be combined into two groups, each of which will have an independent management body, and in addition to this, another one for general management of them, having a higher rank. Thus, the management structure becomes three-level and continues to grow in accordance with the growth of the number of departments in the organization, turning from the so-called "flat" into "high". In practice, the growth of the management structure in height occurs much

faster than the expansion of the organization itself, since specialization leads to the fact that the optimal number of management objects dictated by it turns out to be less than the possible standard of manageability, which, therefore, is not "selected" completely. Today, in large Western companies, the number of management levels reaches 12 (recently, in a number of companies it has exceeded 20, which borders on a management catastrophe). It is impossible to solve this problem by mechanically transforming "high" structures into "flat" ones without destroying the management structure itself, therefore this process is accompanied by an expansion of the rights and responsibilities of its subjects, the development of not only managerial, but also economic relations between them. Types of management structures

A specific classification of management structures, like organizational ones, depends on the same features and bases.

1. Functional management structure: Historically, the first management structure was a simple non-workshop. From simple cooperation of artisans performing the same work or different types of work to make one product (for example, a group of people in one room sewing clothes or several people in different rooms working, making a carriage or cart), a worker is constantly selected whose duties include not only the work of a tailor, carpenter or joiner, but also the management of the common affairs of the united artisans. A management structure arises in which there are 5-7 ordinary performers per manager. It is called single-level.

The functional structure made it possible to:

- carry out a clear centralization of management from top to bottom, which made it possible to ensure the unity of action of all structures subordinate to the center;
- to concentrate the necessary material, human and financial resources and reserves to solve the main strategic goals and objectives, to ensure effective current and operational management;
- introduce a strict system of control over the work of all sections, teams, workshops, departments, etc., and over individual employees. Define the norms and standards of their activities;
- form management personnel corresponding to the functions performed by various parts of the organization - production management, supplies and sales, finance, R & D, etc.;
- to prepare conditions for the further development of private production in conditions of free competition into various forms of monopolistic associations in the course of concentration and centralization of production and capital and the emergence of cartels, trusts, syndicates and concerns
- raw materials, industrial and financial monopolies.

For all its qualities and properties, the functional management structure did not allow solving the management problems that arose in the middle of the 20th century. The evolutionary period of development after the industrial revolution gave way to an unprecedentedly rapid process of applying fundamental and applied discoveries and inventions in industrial production.

Enterprises built on the functional principle of management, due to strict centralization and bureaucratic procedures for passing decisions on necessary changes in equipment and technology, could no longer meet the requirements of scientific and technical progress. The process of division of managerial powers in connection with the concentration and centralization of production and the formation of giant industrial raw materials and financial monopolies, which began in the late 19th and early 20th centuries, was supplemented by the technical side of the matter.

The quantitative growth of enterprises and qualitative changes in technology led to a new type of management structures.

2. Divisional management structure: This management structure is a combination of functional structures, where management functions are divided according to the principle of strategic and operational-tactical activities. At the highest levels of management, managers began to develop company policies in the field of investment, finance, planning, research, coordination of the actions of lower management structures and control. At lower management levels - departments,

subdepartments, and superdepartments - management work covered current and operational activities.

In different countries, types of divisional management structures were created depending on the form of ownership, the achieved level of progress in science and technology, national characteristics and other factors.

This type of management structure has a number of advantages compared to a rigid, functional one:

- the top management level is freed from current routine management to solve strategic tasks and problems, representation and general control;
- the development of the main directions of financial, production, sales and research activities were assigned to specialized departments, divisions and research organizations;
- it became possible to transfer management “to the locality”, closer to sales markets or sources of raw materials, to territorial, product, design and other individual enterprises.

However, along with the advantages, the divisional management structure also has disadvantages. Thus, in a number of departments there are functions that are duplicated in other departments. There is an increase and rise in the cost of the management apparatus. In a number of cases, heads of departments and subdivisions are forced to deal more with production and sales issues and less with issues of coordinating research and development work.

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