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OPTIMIZATION OF ADMINISTRATIVE DECISIONS SYSTEM

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ANNOTATION. In article the algorithm of development, acceptance and assessment of efficiency of administrative decisions which will allow to organize work in the field, to increase efficiency of technology of decision-making at the expense of careful assessment and control at each stage is offered. As all stages of decision-making are interconnected, mistakes on one of them are capable to lead to gross violations at a final stage of implementation of the administrative decision. Therefore we suggest to carry out the careful analysis of a situation at each stage, paying special attention to assessment of efficiency of administrative decisions.

Keywords: management, the administrative decision, efficiency, algorithm, the person the making decision, the organization.

The process of developing and making managerial decisions is a complex process carried out by the managers and workers of the organization. The analysis of the procedure for making managerial decisions does not give information about the quality and effectiveness of the decision-making process in the organization and the decisions themselves in the end. In this regard, it is necessary to assess the effectiveness of management decisions, which should be the final stage in the decision-making process.

In order to improve the process of developing and making managerial decisions and improving their effectiveness for the organization, it is necessary to use the algorithm for developing, adopting and evaluating the effectiveness of management decisions, which is presented in Figure 1. The algorithm reveals the essence of the work at each decision-making stage in such

a way that the transition to the next stage was based on reliable data on the full implementation of the previous stage. That is, it should be noted that all stages of the algorithm for developing, adopting and evaluating the effectiveness of managerial decisions are closely inter-related and flow from one another. If at some stage an error or oversight occurs later it will lead to the choice of an incorrect decision and will affect the effectiveness of the organization as a whole.

The main purpose of this algorithm is an organization of the development process, adopting and evaluating the effectiveness of management decisions, and to ensure timely receipt of the necessary information on the basis of the analysis which it is possible to develop recommendations to improve the effectiveness of management decisions, which will also be discussed later.

Let's consider each stage of the algorithm in more detail. The first stage is an assessment of the correctness of the statement of the problem. At this stage, the decision-maker (decision maker) should determine the purpose of the decision and the reasons that led to the problem. To do this, it is necessary to answer the questions: is the problem clearly identified and is it the goal to make a managerial decision aimed at eliminating the

problem? Is the problem considered an unrealized opportunity? How clear is the purpose of the decision? Is there information about the possible causes of this problem and how do they affect the final management decision? The analysis of the problem determines the choice of goals, methods, approaches and means of achieving it [11]. The correctness of the statement of the problem determines the effectiveness of making the managerial decision to the greatest extent.

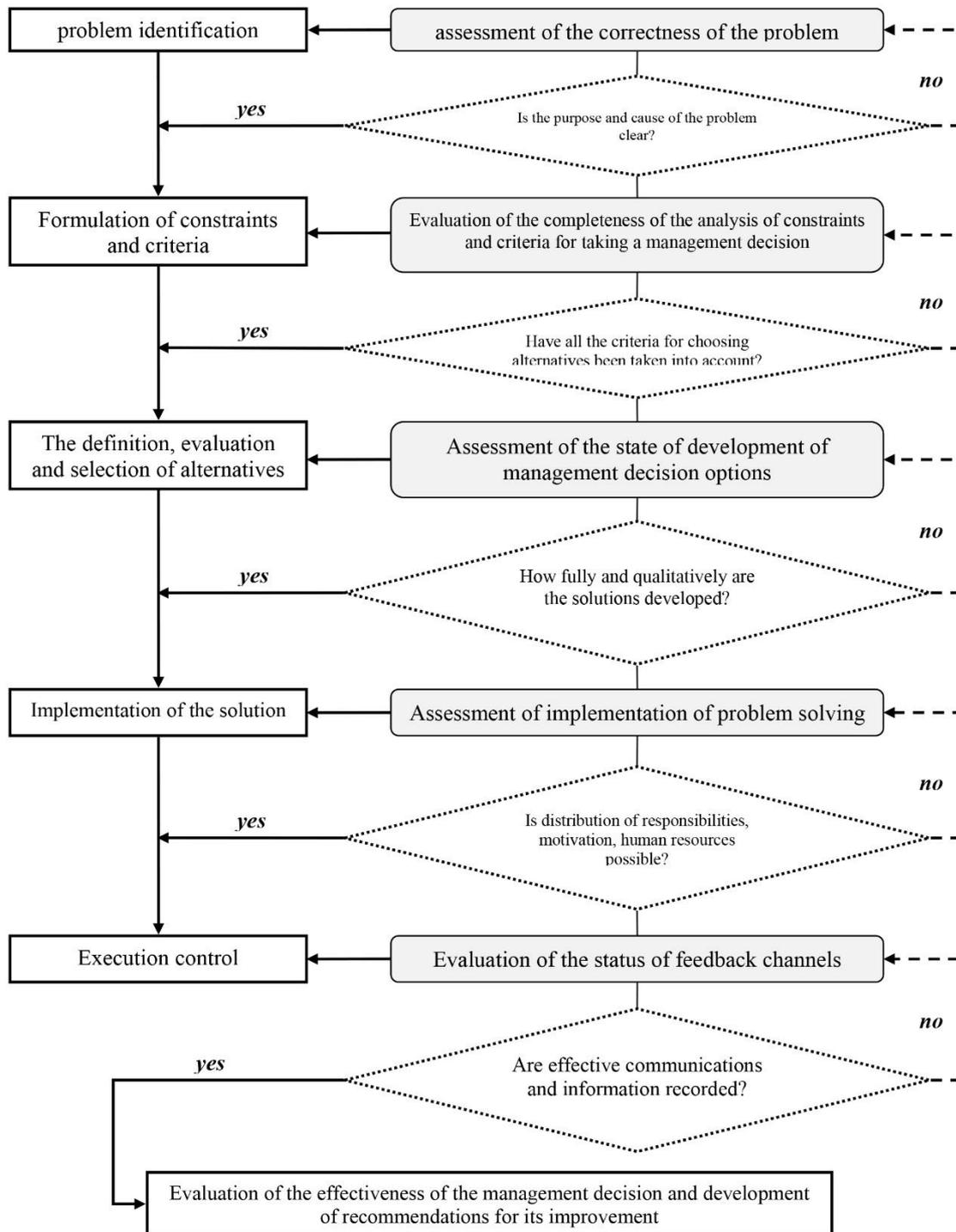


Figure 1 - Algorithm for the development, adoption and evaluation of the effectiveness of management decisions

The second stage involves assessing the completeness of the analysis of constraints and criteria for making management decisions. At this stage, the manager

needs to raise questions: are all the restrictions affecting the management decision taken into account? Is the

complete list of criteria for selecting alternatives analyzed? How were these criteria determined and how related are they to the problem that has arisen? Of course, the list of restrictions and criteria directly depends on the problem and the goal that is put in the process of making a managerial decision. However, their list can be unlimited, so the skill level of the manager is important, which determines the methods for selecting criteria and restrictions for choosing alternatives. From the correctness of a certain set of criteria and constraints, the correctness of determining the composition of alternatives for making a managerial decision depends in the future. The third stage is an assessment of the state of development of management decision options. Having determined the list of restrictions and criteria, the decision maker goes on to determine the list and select alternatives. In this case it is necessary to answer the following questions: Was a sufficient list of solutions developed? How high are the developed solutions? Have all the necessary methods for developing management solutions been used? Effective implementation of this phase also depends on the level of skills of the manager and staff involved in the development and decision-making process. Knowledge and adequate application of various approaches and methods of developing managerial solutions makes it possible to obtain results in the form of a necessary set of alternatives. The analysis and choice of the alternative is also associated with the application of certain methods of assessment, analysis and forecasting.

The next stage of implementation of the proposed algorithm is an assessment of the implementation of the solution to the organization problem. Ensuring the effective implementation of this stage depends, first of all, on the personnel of the organization, which is entrusted with the functions to implement the management decision. In order to assess performance, the manager must determine how clearly the responsibilities are distributed and how clear they are to employees. An important point in this case is the effective motivation of the staff, since this affects the efficiency of their work and, consequently, the implementation of the solution. The manager needs to select such a staff of employees to implement a management decision, the qualification and potential of which would allow the solution to be correctly implemented.

The fifth stage consists in evaluating the feedback channels and monitoring the implementation of the

management decision. An important role in this case is the effectiveness of the communication system in the organization and the reliability of the information transmitted through the feedback channels. All these processes are implemented within the corporate culture of the enterprise, which is responsible for the effective functioning and development of the organization. The manager who monitors the implementation of the management decision must have all the necessary information about the progress of execution and its results, and also be sure of the reliability of the information received.

The final stage of the developed algorithm is an assessment of the effectiveness of the result of decision making and the development of recommendations for its improvement, if necessary. Evaluation of the effectiveness of management decisions should be conducted on the basis of an analysis of certain indicators of all aspects of the organization. In general, when evaluating the effectiveness of the management decision, the manager should answer the questions: how well is the managerial decision developed? Is the process of implementation of the solution provided with the necessary resources (personnel, financial, material, etc.)? Is the success of each of the above stages of development and management decision making ensured? The development of recommendations for improving the effectiveness of the decision-making process and the results of the management decision should begin with the identification of shortcomings. Figure 2 presents some areas for improving the decision-making process and improving the effectiveness of management decisions.

These measures to improve the technology of making managerial decisions are mainly aimed at developing the professional qualities of managers and other persons involved in decision-making. The main idea of such events is that it is recommended to use the creative approach and be able to clearly define the goals, conduct a comprehensive analysis of the problem, and adhere to the decision-making algorithm, consider as many alternatives as possible, and, importantly, use innovative solutions in the process of making managerial decisions and high technology. If we consider improving the effectiveness of management decisions, the recommendations in this area are mainly related to the improvement of intra-organizational processes: communications, management system, corporate culture, control system.

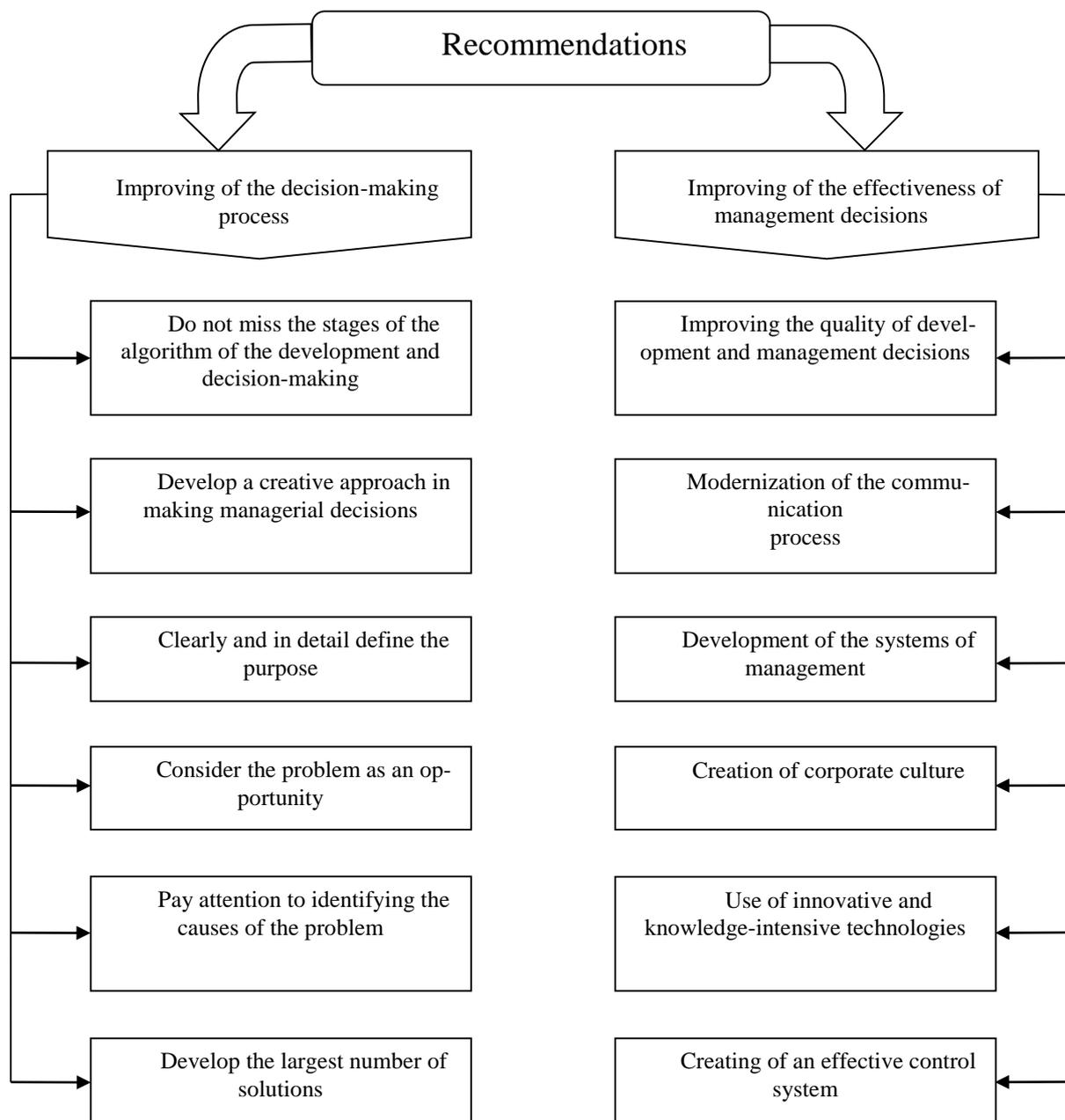


Figure 2 – Directions for improving the decision-making process and improving the effectiveness of management decisions

Adaptation of management personnel and the entire staff of the organization to the proposed algorithm for the development, adoption and evaluation of the effectiveness of management decisions should be carried out gradually using different educational procedures. The HR department should determine the training program for improving the technology of decision-making.

These measures to improve the technology of making managerial decisions are mainly aimed at developing the professional qualities of managers and other persons involved in decision-making. The main idea of such events is that it is recommended to use the creative approach and be able to clearly define the goals, conduct a comprehensive analysis of the problem, and adhere to the decision-making algorithm, consider as many alternatives as possible, and, importantly,

use innovative solutions in the process of making managerial decisions and high technology. If we consider improving the effectiveness of management decisions, the recommendations in this area are mainly related to the improvement of intra-organizational processes: communications, management system, corporate culture, control system. Adaptation of managerial personnel of all personnel of the organization to the proposed algorithm for the development, adoption and evaluation of the effectiveness of management decisions should be carried out gradually using various educational procedures. The HR department should determine the training program for improving the technology of decision-making.

We propose to use training seminars that can be conducted both with the help of a professional instructor in decision-making and in the form of advanced

training on the basis of educational institutions on the following topics: - Rational decision-making procedure; - Use of creative approach in decision-making; - Setting and setting goals; - Coordination of opinions of participants in the process of making managerial decisions; - Establishment of effective feedback. Summarizing, it can be noted that the proposed algorithm for developing, adopting and evaluating the effectiveness of management decisions will allow us to organize work in this area, to increase the effectiveness of decision-making technology through careful evaluation and control at each stage. As noted above, all stages of decision-making are interrelated and errors on one of them can lead to gross violations at the final stage of the implementation of the management decision. Therefore, we propose to conduct a thorough analysis of the situation at each stage, and in case of uncertainty or lack of sufficient information to return to the previous stage. We also offer special attention to assessing the effectiveness of managerial decisions, since an understanding of the degree to which the achieved result is achieved will allow an opportunity to identify errors and prevent them in the future. Rational organization of work on making managerial decisions will shorten the time and resources spent on the adoption and implementation of solutions, and will enable the organization to effectively develop and move forward.

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СОВЕРШЕНСТВОВАНИЕ МЕХАНИЗМОВ РЕГУЛИРОВАНИЯ МЕЖБЮДЖЕТНЫХ ОТНОШЕНИЙ В РЕСПУБЛИКЕ УЗБЕКИСТАН

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АННОТАЦИЯ. В этой статье излагается нынешний статус предоставления межбюджетных балансов в Узбекистане, существующие проблемы и комментарии о том, как их преодолеть.

Ключевые слова. Государственный бюджет, местные бюджеты, межбюджетные отношения, налоги

RESUME. This article outlines the status of providing intergovernmental balances in Uzbekistan, existing problems and comments on how to overcome them.

Key words. Stat budget, local budgets, interbudgetary relations

Важнейшей составной частью проводимых в Узбекистане социально-экономических реформ является преобразование бюджетного устройства государства, одним из сегментов которого являются межбюджетные отношения.

Межбюджетные отношения как механизм регулирования отношений между органами государственной власти с местными органами власти представляют институциональные инструменты для решения данных задач. Совершенствование данных отношений позволит разграничить сферы ответственности каждого уровня бюджета, будет способствовать укреплению финансовой обеспеченности и расширению налоговой базы местных бюджетов, созданию финансовой базы для оперативного реагирования на возникающие проблемы, а также укреплению статуса местных органов власти.

Оптимизация механизма межбюджетного регулирования, включающего определение в соответствии с законом источников доходов бюджетов различных уровней, формы поддержки регионов, разделение между республиканским и местными уровнями ответственности за выполнение отдельных социальных и экономических функций, определение величины расходов, обеспечивающих исполнение полномочий, закрепленных за каждым уровнем бюджетной системы – всё это определяет успех экономической стабилизации.

В принятой 7 февраля 2017 года Стратегии действий по дальнейшему развитию Республики Узбекистан на 2017-2021 годы⁹ третьим приоритетным направлением определено развитие и либерализация экономики, направленное на дальнейшее укрепление макроэкономической стабильности и

⁹ Стратегии действий по дальнейшему развитию Республики Узбекистан на 2017-2021 годы