



## MANAGEMENT ACTIVITIES OF COMMANDERS (CHIEFS)

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<b>Received:</b> 8 <sup>th</sup> January 2022 <b>Accepted:</b> 8 <sup>th</sup> February 2022 <b>Published:</b> 18 <sup>th</sup> March 2022	Management of combat training in the continuous targeted activities of commanders, commanders (chiefs) and management bodies in the organization of combat training, ensuring its comprehensiveness; during firefighting drills to prevent deaths and injuries of personnel while working with firearms, ammunition and weapons and military equipment, and combat (wheeled) transport implementation of complex measures when driving vehicles, carrying out technical conditions. The management of education and training should be clear and ensure the full and quality implementation of programs and plans for the training of troops.
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Until recently, the development of the theory and practice of military organization management was mainly focused on the development of general management theory. In the former Soviet Union, the military organization of society was traditionally seen as a closed social system, whose goals and objectives were defined and remained unchanged and stable for a long time. It is based on the principles of universal military service, military service, the extreme principles of military service. This situation is explained by the existing military threat, the constant readiness to continue the great war, which requires the state to maintain a regular mass army, and in peacetime led to the militarization of society. At the legislative level, declaring service in the Armed Forces and other security agencies an honorable duty, the state predetermined the qualitative composition of the military organization, the interests of its elements were considered sufficient interests of the entire military organization.

In this case, the management of a military organization is aimed at ensuring its integrity as a guarantee of stability in society, and the formal-administrative principles of governance are recognized and approved by almost the majority of society. Strict military discipline, the hierarchy of service, was often transferred by former members from the military to non-military (often production) social organizations, and the ability to carry out orders accurately without hesitation was considered the highest level of social experience development.

With the transition of our society to new principles of political, economic and social development, the revision of the system of values of social significance will inevitably begin with a revision of the role and place of military organization in the system of social relations. In the system of material factors, the determinants of the social behavior of young people, the values of material nature have gradually replaced the decisive, fundamental, ideological and political values.

The main task of managing a military organization is to achieve its ultimate goal based on its real external and internal political and socio-economic situation. Management is the need to share the products of the organization at any stage of development of the organization and the social nature of human labor, the products of their material and cultural activities.

Management in an organization can never be complete and unchanging. Its content, methods, and principles change as the organization's mission changes. In this sense, the organization is a system of self-development, self-government. In it, governance is seen as a mandatory condition for the existence of an organization as an integral attribute of it. Thus, the management of a military organization is seen as an activity to achieve the goals of that organization by solving external and internal problems; as a process of developing and implementing management decisions to regulate and coordinate the interactions between the organizational systems themselves and the elements of those systems to ensure the integrity of the organization; as a mechanism for optimizing such interactions.

Defining the management of a military organization as a mechanism, as an activity, and as a process is not accidental. This is a meaning that will be revealed later in the study. The management of a military organization is cyclical in nature and involves a well-defined logic and sequence, with the following basic procedural steps:

1. Identify or explain the goals of a military organization.

2. Identify key issues with achieving goals.
3. Analyze identified problems, opportunities, and resources to address them.
4. Develop problem-solving models and analyze the consequences of their implementation.
5. Select the most optimal model.
6. Coordination and approval of management decisions.
7. Preparation for the implementation of the decision.
8. Management of decision implementation.
9. Analysis of decision effectiveness.

Each of these steps requires more information. Thus, the purpose of a military organization stems from its social purpose and its implementation is determined by the tasks assigned to it by the state. It should be distinguished: the general (strategic) goals of the military organization, determine the purpose of the organization; the main goals to be achieved in order to achieve the general goal (operational goals), the tasks of the military-organizational systems and the goals of the tactical nature from which their elements arise.

In the most general form, management problems are classified for a variety of reasons. Thus, the external problems that hinder the achievement of the goals of the military organization, ie the external environmental factors that are important to achieve the goals, the position of the military organization as an element of a high level organization, as well as internal problems of the organization's integrity; others

Depending on the level of importance, common goal problems, operational problems, and tactical (situational) problems can be identified. There are problems that can be solved and unsolvable with the readiness of the military organization to solve them. In the process of achieving goals, primary and secondary problems can be identified, i.e. first, the main problems and issues are secondary.

It should be noted that in order to achieve the goals of the military organization, it is important to correctly classify and organize the problems. Therefore, the analysis of identified problems, opportunities and resources to solve them is a very important and independent management task. Its proper implementation creates the necessary conditions for the development of options (models, approaches, alternatives) for solving problems. At the same time, finding solutions requires the most informal, challenging, creative approach, in-depth and comprehensive knowledge, and some experience in the field to algorithmize the management phase of a military organization.

The result of choosing the best solution to a problem is a management decision, which is a set of interrelated and interrelated instructions and commands that lead to the expected solution to the problem.

Reflecting the versatility and complexity of the tasks assigned, management decisions in a military organization perform three main functions. The first is a handbook on the appropriateness of management activities for the benefit of the organization. Of particular importance is that all subsequent stages of management are carried out to achieve the goals and objectives set out in the management decision.

The second function is the matching function. The decision of the administration determines the role of each element of the military organization in solving the assigned tasks, coordinates and interacts with their actions and the necessary resources in time and organizational space.

The military administration's decision is aimed at fulfilling the third mobilization task. A military-administrative decision of a directive nature serves as an impetus for the appropriate actions of the organization or its elements.

Depending on the level of the military organization, its operating conditions, and the type of problem, the management's decision goes through a process of coordination and approval based on a single authority principle defined by the norms, powers, and powers of its elements.

The next important stage of management as a process is the stage of preparation for the implementation of the decision. It can be defined as a system of organizational, informational, logistical and other measures of the organization, to fully and clearly convey the essence of the management decision to the elements of the organization, provide them with everything necessary to implement this decision, adjust the structure of organizational relations and the placement of organizational elements in the organizational space.

When a decision is made, it is important to monitor its implementation, analyze the effectiveness of the decision made, and, if necessary, manage the organization's resistance to management influence. Any managerial influence on an object of control is intended to initiate certain changes in its composition and activities. This inevitably leads to the need to adapt to new realities, usually changing the usual, improved mechanisms of interaction. In the process of implementing a management decision, it is important not only to perform the function of monitoring the execution of instructions and commands, but also to organize a targeted process of resistance management. The essence of this process is to identify the possible causes of resistance, analyze them and take appropriate measures to regulate them.

There are four groups of conditionally opposed causes.

- Psychological (subjective) reasons, life experience and personal characteristics, rich in stable phenomena of the human psyche;
- Socio-psychological (group, corporate) reasons that arise in social or professional groups whose interests conflict with the meaning of the new task;
- Socio-organizational reasons related to the state of the organization or the external environment, if the mission of the organization is not performed objectively;
- Socio-economic reasons, ie the lack of appropriate material, financial or other resources in the organization.

It is well known that each causal group requires specific activities to eliminate or eliminate them, and this includes the division of resistance into independent tasks in the management of a military organization, especially in modern socio-political contexts.

The implementation of each of the identified and described steps involves the implementation of a specific activity that performs 3 management functions, respectively:

- management decision preparation function;
- management decision-making function;
- solution use control function.

The established management functions inevitably require the allocation of appropriate management entities with the necessary authority and powers to carry out.

The performance of management functions by a governing body involves the performance of certain activities that require appropriate authority and expertise. This activity, which ensures the purposeful behavior of the military organization and defines the functional division of power as a process, is a specific type of social labor and is called "military-administrative activity". Its main task is to ensure the targeted, coordinated work of individual elements of the military organization and the entire organization.

Depending on the functional purpose, military-administrative activity is divided into 3 types:

- analytical and constructive activity;
- organizational and administrative activities;
- information and technical activity.

Each type of management activity has its own characteristics, content, techniques and methods.

Analytical and constructive activities are primarily aimed at understanding information and preparing an appropriate decision.

The purpose of organizational and administrative activities is to register management decisions, ensure their implementation and monitor their implementation. The main task of information and technical activity is to provide information services, ie to receive and transmit complete and comprehensive information through the existing structure of organizational relations, its technical operation.

According to the technological stages of the military management process, the military organization is divided into the following 3 types of management positions:

- Full positions with goal setting, decision making, organization of their implementation and evaluation of the final results. This is the official activity profile of commanders and commanders;
- Positions involving detailed operations in the preparation and implementation of management decisions or the development of their options (alternatives) with the competent development of individual issues. This is a profile of the work of military professionals;
- The priority of collecting, storing and transmitting information required for the preparation, adoption and implementation of management decisions. This is a profile of technical staff positions.

The specificity of the tasks of a military organization and its effective management require the use of a variety of methods, techniques and techniques derived from each other, in a particular set, in a combination. The composition and composition of military management methods may vary, but the optimality requirement must remain the same, and the concept of "optimality" includes components such as the reliability of the methods, their suitability, effectiveness, reliability, and expediency.

Thus, within the military organization, an organizational structure of governance has been developed that is consistent with its goals and objectives, which includes a society of administrative relations that are strictly subordinate and ensure the relationship between subjects and objects of governance.

Depending on the nature of the relationship between the elements of the organizational structure of the military organization, its types - linear communication, functional, headquarters and matrices - differ.

The linear organizational structure of management stems from the logic of the military organization and is the basic management structure. This is characterized by the fact that at the beginning of each unit there was a single leader with all the powers. It carries out a single management and concentrates all management functions in its hands. In linear control, each control link has one leader, through which a one-time channel is managed. An example of a linear structure in a military organization is the platoon (battery) management structure.

As the complexity of the organizational structure and therefore the complexity of the tasks to be solved increases, the management of a military organization can be organized according to a functional principle, depending on their specificity. It means delegating authority and responsibility to a relevant governing body that specializes in a particular activity to prepare and make a management decision.

The functional management structure co-exists linearly, creating a two-way subordination for executors. In this case, the commander no longer has all the functions of management in his hands, he transfers some of them, that is, transfers some of the powers to other governing bodies, thereby increasing the powers of the overall management decision. An example of a functional structure of organizational management is the management of the headquarters of a military unit, the management of military production organizations.

The combination of linear and functional management structures has led to the establishment of a high-level military-organizational management system. With this governing structure, all power belongs to a single commander. However, in the development of specific issues and the preparation of appropriate solutions, it uses the skills and

knowledge of relevant specialists integrated into the functional units of the organization. In this case, the functional structures are directly subordinate to the commander, and they make their decisions directly or through the relevant heads of the executive services. An example of a command structure in a military organization is the command structure of military forces and formations.

It is a matrix structure of military organization management, which is more complex in nature in terms of relations and tasks, in which all the actions of the organization are considered not in terms of the existing hierarchy of subordination, but in terms of achieving goals. The commander's main focus is not on improving the individual elements of the system, but on integrating all activities to achieve goals effectively.

The structure of the matrix is effective in solving complex, multidisciplinary tasks, is coordinated over time and requires the military organization to use its forces and tools in a comprehensive manner, and there are several relatively independent command centers with sufficient authority. To this end, the existing management structure will include certain tasks, temporary elements for new management relationships, and local government decision-making centers will be established. A striking example of the construction of matrix structures is the structure of the management of combat or military operations in wartime, the structure of management of the development and implementation of military reforms in peacetime.