

# MODERN MANAGEMENT

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## Introduction

Modern Georgian society needs a new management model that combines domestic traditions and the best modern world developments. In this case, we can focus on the experience of Eastern countries (Japan and China), as discussed in the article, which has created unique management models that go beyond the understanding of Western man. Thus, many theoretical and practical opportunities can be discovered. This direction will allow educational institutions to graduate already trained specialists with a new level of knowledge, which allows them to carry out their activities more effectively. At the same time, we can focus on the experience of the East (Japan, China) countries that have created unique management models that go beyond the “common sense” of Western man. Many opportunities can be discovered not only in practice but also in scientific theories. This direction will allow educational institutions to graduate already trained specialists with a new level of knowledge, which will allow them to carry out their activities more effectively. Thus, they will be able to make the necessary management decisions on the spot, having the appropriate competencies and skills for this. Today, Georgia needs such management systems that would ensure that organizations or enterprises achieve world production standards and a high level of competitiveness. This means that enterprises can solve mutually exclusive problems: improve quality and productivity, and ensure an acceptable level of prices for products due to constant cost reduction.

In all scientific fields, especially in the economy, competent specialists are required who understand and know not only their field of activity, which is intertwined with their main activity. Particularly noticeable is the lack of highly qualified management apparatus, where specialist managers are required who can quickly make management decisions. Successful implementation of management depends on several factors, one of which is the quality of management personnel. However, the manager is not always ready to take responsibility and make competent and effective decisions in unforeseen circumstances. The article shows that the psychological component of the manager’s work, which determines the manager’s ability to work within the team, also becomes important. The manager must be able to create a moral and psychological climate in the team and treat people with respect regardless of their status. The inability to formulate clear goals shows ignorance of the organization’s scope of activities, inability to competently motivate employees to work often leads to the fact that an enterprise or firm cannot maintain its position in the market, and competing organizations that have competently distributed such an important resource as time very quickly outpace the enterprise in many respects. The management difficulties listed by the authors of the article arise in our country due to the lack of management experience in a market economy. According to the authors, the transition from a command to a market economy occurred recently, and the

mentality of most people has remained the same, the peasant worked for the landowner and had very little time for himself. So today, despite the creation of a corporate culture by companies, many employees of enterprises, firms, and organizations work not to move the company forward, but simply to receive a certain reward for their work. Secondly, many organizations choose an authoritarian management style. Managers decide everything themselves without involving employees in the management process, and the employees themselves are therefore sluggish, requiring more time to complete the task. Enterprise managers do not think about further development in the long term. Therefore, organizations should try to change the attitude of employees to work.

Results and Discussion. In Georgian science and practice, we often find terms such as “management” and “manager”. The use of these English-language terms in Georgia began in the 90s of the 20th century, during the transition to the market principles of the Georgian economy. To date, such a concept as “management” has been consolidated in scientific and everyday use, and hundreds of educational programs of Georgian higher institutions train qualified managers. There are dozens of definitions of management in Georgian literature. Many of them agree that management is a special type of management that has its characteristics, namely:

1. Management is a system of interchangeable actions, principles, and approaches.
2. Management is carried out in a market economy.
3. Management is management within one specific organization.
4. Management aims to generate commercial profit.
5. Management is carried out by hired professional managers [1, 2, 3, 4, 5].

The need to clarify the concept of “management” is urgent. It is impossible to understand many modern management problems without determining the correct direction and content of personnel training. It is necessary for students and teachers to solve the problem involved in the process of training specialists in the field of management, or even to formulate it correctly.

The term “management” first appeared in England in 1886, when Eile and Town Manufacturing Henry R. Town tried to systematize the existing knowledge in the field of production management. However, the term “management” was coined only in 1911 by Frederick W. Taylor. It gained real importance with the publication of Taylor’s book “Principles of Scientific Management”. This work marked the beginning of management as a management science. In Taylor’s understanding, the importance of scientific management is the separation of management activities from those of performers, the selection and training of personnel, and the material incentives of workers [6].

The further development of management was continued by F. and L. Gilbraith, G. Gant schools of scientific management. They proved that by introducing rationalization methods (improvement of labor operations, scheduling of work tasks) it is possible to increase labor efficiency.

A better explanation is also found in A. Fayol’s famous 14 principles of management. He was the first to formulate the basic management functions that express the essence of the Western management system: “Management means foreseeing, planning, organizing, directing, coordinating and controlling” [7].

All scientific fields, especially economics, need competent specialists who understand and know not only their main field of activity. Particularly noticeable is the lack of highly qualified management personnel, which requires specialist managers who can quickly make management decisions. The successful implementation of management depends on several factors, one of which is the quality of management personnel. However, the manager is not always ready to take responsibility and make competent and effective decisions in unforeseen circumstances.

Also important is the psychological component of the manager's work, which determines the manager's ability to work in a team. A leader must be able to create a moral and psychological climate in the team and treat people with respect, regardless of their status. The inability to establish clear goals indicates ignorance of the organization's field of activity, the inability to competently motivate employees to work often leads to the fact that an enterprise or firm cannot maintain its position in the market, and competing organizations that have competently allocated such an important resource as time quickly overtake such a company in many ways.

Conflicts arise between sales department managers and between the sales department and production. R. Fisher and U. According to Uri, mediators have a special place in the conflict, who may not be among the participants in the conflict, but their actions always have the goal of resolving the conflict situation [8].

Today, an ideal leader should have the following qualities: objectivity, dexterity, patience, and gentleness. This implies the ability to determine facts objectively, the ability to make management decisions, the ability to act in non-standard situations, patience during analysis, building logical chains, calmness as the ability to compromise, and the ability to listen to opponents. The last feature is especially important because a. In Govinda's statement, "A dead truth is no better than a lie because it leads to inertia, the most incomprehensible form of ignorance" [9].

All the above management difficulties in our country arise due to the lack of management experience in a market economy. The transition from a command to a market economy has just happened, and the mentality of most people has remained the same. So, today, despite the creation of a corporate culture by companies, many employees of enterprises, firms, and organizations work not to advance the company, but simply to receive a certain remuneration for their work.

In addition, many organizations choose an authoritarian management style. Managers decide everything independently without involving employees in the management process, and therefore employees themselves are lazy and need more time to complete tasks. Enterprise managers do not think about further development in the long term. Therefore, organizations should try to change the attitude of employees towards work.

## **Conclusion**

Modern Georgian society needs a new management model that combines domestic traditions and the best modern developments in the world. At the same time, emphasis can be placed on the experience of Eastern countries discussed in the article (Japan, China), which have created unique models of management that go beyond the "common sense" of a Western person (in Chinese, for example, the concept of "management" is not used at all, as well as other foreign words). Therefore, it is possible to open many possibilities not only in practice but also in scientific theories. This direction will allow educational institutions to produce already trained specialists with a new level of knowledge, allowing them to implement them more effectively during their activities. Thus, they can make the necessary management decisions quickly, with the appropriate competence and skills [10]. Today, Georgia needs management systems that ensure the achievement of world production standards and a high level of competitiveness of organizations and enterprises. This means enterprises can solve mutually exclusive problems: improve quality and productivity and ensure an acceptable level of product prices by constantly reducing costs.

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## **RESUME**

The article analyzes the evolution of the concept of “management”. The main problems of modern Georgian management are considered, particularly the quality of management personnel. The need for interaction between science and practice of management of organizations, continuous exchange of knowledge, between scientific institutes and enterprises, and generalization of accumulated experience in specific new management theories is revealed. It is concluded that the creation of a new form of cooperation will ensure the effective functioning of enterprises and organizations in our country.