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“KITOB MUTOLAASIGA HAVAS AVVALO, OILADAN BOSHLANISHI, OTA-ONALAR FARZANDLARIDA KITOB O‘QISHGA MEHR UYG‘OTISHI UCHUN O‘ZLARI KITOBXON BO‘LISHLARI LOZIM”.

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THE INTRODUCTION OF INTERNATIONAL EXPERIENCE IN FORMATION OF THE LEADER'S IMAGE

Questions of leadership caused the interest of people from ancient times. However, purposeful and extensive study of leadership has just begun from the time of F. Taylor. A lot of studies have been conducted. Nevertheless, there is still no complete agreement on the fact that this kind of leadership and how it should be studied.

It should be noted that the use of the positive aspects of the developed countries and the combination of different styles of management provides significant efficacy in the formation of the image. An example of an effective combination of authoritarian and democratic management style is the "Chrysler" corporation. In November 1978 Lee Iacocca was invited to the post of head of the corporation "Chrysler", which at that time was experiencing a rather great difficulties due to the fact that its share in the domestic US market fell from 25% to 11%. And the situation is getting worse and worse. Management of the company was carried out in a liberal style: specifically, no one would not bear any responsibility, the structural division of the company departments and had no connection with each other, the morale of the workers was very low. In practice, the company was one step away from bankruptcy. To save the corporation, Lee Iacocca has completely changed the management of the company, making it clear and structured. Proactive and innovation, listening to the experts of the company, Lee Iacocca was able to make a difference and prove not only to employees of the company, but also the government that "Chrysler" the country needs. Through leadership abilities Lee Iacocca, its clear and coordinated actions of the company has made the restoration of the lost positions, returning to map the automotive industry.

In the most progressive to date, Japanese firms enjoying success innovatively and analytical management style. The most popular, he first of all, because in a competitive environment, both in the domestic and foreign markets allows firms

survival and effective functioning. This style is characterized by clarity in the definition of targets and installations, the ability to listen to others and be patient in case of failure.

An example of the effectiveness of the application of innovative and analytical management style can serve as the company "Honda", transformed from a little-known manufacturer of scooters and motorcycles in the company of international scale. Leadership Tradition "Honda" withstood the test of time in a unique way. At the core of leadership of the company are 5 rules.

1. Follow your dream and keeps a youthful appearance.

2. Appreciate theory, new ideas and time.

3. Love your job and do your work area clear and attractive.

4. ensure the smooth during operation.

5. Let searching and hard work become everyday habit.

6. The officials of the company are designed to cultivate a dynamic quality of humanism, including attention to other people and at the same time, courage and imagination in action. "Honda" also appreciates individualism, the company provides the time and resources to employees who want to test new ideas. Manager, managing in an innovative, intuitive style - it is capable of innovation energetic and authoritarian leader. Neutral, or the liberal-anarchic, leadership style is characterized, on the one hand, democracy in its relations with employees, who are granted the right to express their views on business issues, but the head does not seek to ensure consistency in the views and positions of the parties. On the other hand, the control employees activity is minimized, whereby the results are generally low.

Japanese company - is not only commercial units, but also largely social organization. Each company has its own corporate philosophy, in which the emphasis is on concepts such as sincerity, harmony, cooperation, contribute to the improvement of society. The main factors that determine the prestige of the company in Japan - its legal status, controlled market

share on the stock exchange membership and corporate philosophy. These indicators are more important than the price of shares or profitability. The prestige of the company determines its access to external financial sources, the ability to attract human resources high potential.

From the company's prestige, which operates the Japanese, to a large extent on its acceptance in society. In the public mind working life equivalent to the personal, individual survival and human development depend on the survival and development of the enterprise in which he works. In these circumstances, the employee identifies himself with his company and is ready to share her fate.

The organizational principles of the Japanese company is:

- Focus on the services market.
- The continuous introduction of innovations.
- Warning not to the individual functions and their interrelationship.

Japanese management style is based on the belief, rather than forcing employees. Head does not distinguish himself from the mass of subordinates, his task is not to supervise the work being done by others, and to promote interaction between employees, to provide them with the necessary support and assistance, to form a harmonious relationship. As a rule, Japanese firms do not have detailed job descriptions and regulations on structural units of a general nature. Staff assigned to work only receives a certificate of appointment, informing that with such a date he was appointed to such a department at a certain tariff category, without specific duties, responsibilities or work life. Enrolled in the unit, the employee takes possession of the labor operations and features of interpersonal relationships in a team with the support of colleagues and immediate supervisor. Workplace organization and production facilities in every way contributes to the collective work. One of the major management differences between American and Japanese companies is the different nature of their temporal orientation. Japanese companies are paying more attention to their long-term development.

There are also significant differences in the actions of the control mechanism. Control in Japanese companies characterized by its concentration in the hands of ordinary workers and "orientation on the process."

Inside the company, we have the exchange of information, frequent communication and decision-making based on the principle of consensus.

The use and management of the development of Japanese companies prefer that their employees are "generalists". We have a wide experience and knowledge appropriate to the aims and interests of this particular company, while the US companies are looking for professionals, knowledge and experience which can be used in any other company in this type of work.

Among the main features that have a direct impact on the mobilization of human resources management in Japan, include: lifetime employment, wages according to seniority, sociable unions, in-house labor market, in-house job training, rotation of the collective contract system and the collective enterprise solutions, in-house social security system of joint consultation of workers and employers, quality control circles. Some researchers do not believe all these structures exclusively Japanese, recognizing their presence in varying degrees in other developed countries, but all agree that it is in Japan's large companies, they received their most complete and efficient development.

Japanese companies are carefully selected and complement their employees and managers a lot of time is spent on informal evaluation of the work of subordinates. Typically, an employee in a Japanese company receives a new appointment in two or three years, and knows that the quality of performance of their duties will determine the character of his next destination.

The process of rotation in Japanese companies are highly functional yet because the very organization of production and management in enterprises is in the nature of the production contract with the "dispersal of responsibility" for the work.

Among the important features of the organization of work, stimulating and mobilizing the active participation of employees in the affairs of their companies, also called permanent system of joint consultations, in which managers and workers regularly exchange information on their actions and plans. They operate at 70% of large Japanese companies and have played an important role in a relatively quick and peaceful restructuring of Japanese companies in the implementation of robotic and computer technology.

An additional source of mobilization of human resources is the fact that Japanese companies take on, in the words of William Ouchi, "holistic care" for its employees. A large part of their costs for the Czech Republic is realized in the form of spending on social needs (housing, medical care and leisure activities). The activities of Japanese companies focused on strengthening the attachment of its employees, their emotional and spiritual integration. Annually arranged colorful ceremony of the official enrollment in the company of new recruits. The training program hired the firm designed sometimes for several years, and includes not only extensive training, but also the study of the history, objectives, principles of activity of the firm. Sometimes companies use techniques of religious training. In order to strengthen group solidarity of new employees can settle for a time in the company dormitory.

A characteristic feature of Japanese management is the application of the bureaucratic system. Its features relating to the respect of the manager status, collectivism, rationalization, impersonality and justice correspond well to traditional cultural features of the Far Eastern region.

The main features of labor management at Japanese companies as follows:

- Flexibility of work distribution and rotation of staff;
- Mobility and long-term training of the Czech Republic;
- The use of mechanisms to motivate workers in the results of their work;
- Flexible organization of incentive schemes;
- Strict discipline in the workplace;
- Focus on the development of leaders.

These features are related to the principle of long-term employment, backed by mutual trust of employees and management, as well as their desire to maintain a harmonious relationship.

The Japanese companies have two departments, which are in function structure have precise analogues in Western organizations. One of them - the so-called general issues department ("soma boo") "are engaged in legal matters, internal relations, relations with shareholders, government agencies, trade associations and related companies, documentation, and often purchases. Another - the personnel department, personnel management, often representing a branch of "soma-a-boo" and stands out from it, when the company reaches a certain size.

The Japanese companies overtime is regarded positively. Firstly, its use is more economical than a set of additional labor to meet fluctuating demand. Secondly, it brings additional income to employees. Overtime is not considered a manifestation of incompetence, production managers, or improper use of manpower planning. With the consent of the representatives of the employees (or union) overtime



can be assigned at any time and for any period. As a result, many companies about 10-15% of the monthly salary of ordinary workers are overtime. Currently, however, young workers are trying to, as a rule, avoid overtime for their free time is often more important than the additional earnings.

Ideal for the Japanese company is a set of constant labor from graduates who have remained in the company before reaching the age limit.

A necessary condition for effective work is considered to be the establishment of a clear coordination of all parts of the organization and the strengthening of production and labor discipline. "Before we tackle the growth of productivity and quality objectives, it is necessary to ensure the continuity and stability of the production process - said the head of one Japanese.

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