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**SPECIFICITY OF EXPLICATION OF THE CATEGORY “MANAGEMENT DECISIONS”
AND SCIENTIFIC-METHODOLOGICAL APPROACHES FOR THEIR DEVELOPMENT**

**ESPECIFICIDAD DE EXPLICACIÓN DE LA CATEGORÍA “DECISIONES DE GESTIÓN”
Y ENFOQUES CIENTÍFICO-METODOLÓGICOS PARA SU DESARROLLO**

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Abstract

The process of developing management decisions in the management system is a very important process that connects the key management functions: planning, organization, motivation, and control. Management problem as a complex of management tasks is the main trigger mechanism for decision-making. In accordance with management theory, the decision is the choice of a targeted impact on the object under control made by the subject, and this choice is based on the analysis of the problem situation and contains a program for achieving the goal.

Keywords

Management decisions – Social management theory – Management system

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Introduction

Modern management science, together with the theory of management decision-making appeared after the emergence of modern organizations. Modern organizations are distinguished from the organizations of the old type by the presence of a significantly larger number of big and gigantic organizations, and in such organizations, the role of the managerial decision is surely increasing.

In contrast to the organizations of the old type in modern organizations, there is a large number of top and middle managers. The professional responsibility of each manager is to make a management decision in accordance with the scope of his authority.

It should be noted that in the scientific literature on social management, since the second half of the twentieth century, great attention has been paid to the problems of preparing and making management decisions. It is connected with the fact that all management functions are carried out through making a wide variety of decisions, and the activity of any enterprise depends on their quality and timeliness. Decision-making is rightly considered the central point of the theory of social management, which acts as a conscious, planned and systematic interaction of the subject and the object of management in order to streamline it, preserve qualitative certainty and development¹.

The need to make management decisions, formulate orders, instructions arises in an organization every time when the usual reaction to the current situation is unacceptable when non-standard problems arise².

In modern stage of the functioning and development of society, one of the key management objectives is raising the effectiveness of a social organization. The main tool contributing to the growth of such production efficiency and labor productivity is the improvement of the system for making and executing management decisions. Making effective management decisions is one of the most important conditions for the effective existence and development of any organization³. The importance of the decision-making process was comprehended by humanity simultaneously with the beginning of its conscious collective activity. Therefore, in parallel with the emergence and development of the theory of management, the theory of managerial decision-making arose and developed.

Characteristic of object and research methods

The objective of this article is the features of explication (interpretation, clarification) of the category “management decisions” and the scientific and methodological approaches to their development. In this regard, within this article, the theory of social management is applied, since in the expanded definition, decision-making is identified with the entire process of social management.

¹ Yu. P. Averin and N. M. Slepnev, *Fundamentals of the theory of social management* (Moscow: 2000).

² Yu Fedorov, *The problem of choice: how to make a difficult decision? Actual problems of modeling, designing and forecasting social and political processes in the multicultural space of modern society* (Moscow: 2017).

³ P. V. Taranov; A. M. Basenko; L. N. Roshchina; I. V. Kulikova; E. A. Israilova and S. I. Samygin, “Crisis of the Education System in Russia under the World Economic Crisis”, *Modern Journal of Language Teaching Methods* Vol: 8 num 7 (2018): 349-358.

In addition, integrated and comparative methods were used in the research that allowed taking into account the combination of different scientific approaches in the practice of developing management decisions.

What explication is given to the category “management decision”?

S. I. Ozhegov's dictionary of the Russian language contains several meanings of the notion “decision” a) a ruling (of a legal organization: ministry, court, government); b) conclusion, output from anything (after deliberation); c) the answer to a specific task, the required numbers, functions; c) the implementation of the plan, or directly the plan itself; d) predetermination of the outcome of cases; e) an act of making a judgment or a course of action⁴.

The concept of "management decision" is investigated, as a rule, in relation to organizations, and this means the following:

First, decisions are planned, prepared, adopted and executed by specific individuals - managers, owners.

Secondly, decisions are planned, adopted and implemented in interests –of organizations, employees, shareholders, etc.

Thirdly, decisions, in one way or another, have a definite influence on the social activity of people and organizations.

The trigger for decision-making is the presence of a certain type of management problem as a complex of challenging management tasks. Management problem is characterized by the presence of risk and uncertainty, (the signs of which are: the magnitude of potential damage, alternatives, the uncertainty of conditions); several objectives and several participants; structural complexity and interrelation with other problems⁵.

In accordance with the theory of social management, the decision is the choice of the subject of a targeted impact on the object of management; this choice is based on the analysis of the problem situation and contains a program for achieving the goal. The decision is made with consideration of several options, i.e. an alternative option is selected that best suits the resolution of the problem situation. The choice of alternative is, in fact, the answer to a number of questions. In today's complex rapidly changing world of organizations, many alternatives are at the disposal of managers, and in order to formulate a goal for a group of people and achieve it, it is necessary to answer many questions. Each managerial function is associated with several common vital decisions requiring implementation. Thus, a management decision is a choice made by a manager in order to fulfill his duties according to his position (the choice of alternative made by the manager within his official powers and competences and aimed at achieving the goals of the organization). Decision-making is the basis of management⁶.

⁴ C. I. Ozhegov, Dictionary of the Russian language. Under total (Moscow: 2008).

⁵ P. V. Magdanov, “Management decision: the concept and definition”, Bulletin of the Orenburg State University num 8 (2011): 63-67.

⁶ E. A. Trakhtengerts, “Computer support systems for management decision making”, Management problems num 1 (2003): 13-28.

The purpose of the management decision is to ensure movement towards the tasks set for the organization. Therefore, the most effective organizational decision will be the choice that will actually be implemented and will make the greatest contribution to achieving the ultimate goal.

Decisions in general form are defined as intellectually and emotionally mediated choice of a subject under conditions of real risk and in the situation of uncertainty⁷. In a narrow perspective, decision-making is explicated and interpreted as the choice of the best alternatives. Many authors disagree with the narrow definition, believing that decision-making cannot be limited only to the choice of the best solution. It is advisable to include in the decision-making theory also execution, control and analysis of the results of actions that followed the decision made.

An integral part of the theory of management decision-making is the generation of alternative solutions. Moreover, the need for such a choice is determined by the nature of the social environment, which is a constant opposition of order and chaos, regularity and uncertainty⁸. In order to effectively exist in the world of contradictions and social uncertainty, to maintain the achieved level of organization, orderliness and stability, each person must constantly make certain vital decisions.

In the practice of social management, two types of situations prevail: a situation of spontaneous decision requiring a quick decision, an immediate reaction and the situation of a delayed decision.

Spontaneous decision, as a rule, is caused by individual psychological characteristics of the manager's personality, and its main disadvantages are direct connection with the emotional factor and lack of time; therefore, in the situation of spontaneous decision-making, the number of alternative options and factors taken into account is significantly reduced.

As for the delayed decision, it is formed by the rationale explanation of each stage, taking into account a larger number of options and the analysis of possible consequences for the organization. A delayed decision does not imply a shortage of time, which allows the manager to conduct a comprehensive analysis of the decision: in this respect, the delayed decision is in a more advantageous position.

Thus, the practice of making management decisions is the result of analyzing, forecasting, optimizing, economically justifying, and choosing an alternative from among the many options for achieving a specific management system goal⁹. Managerial decision involves the sequence of actions of the subject of social management, which will lead to the achievement of the goal and the solution of the original problem¹⁰.

⁷ N. Kh. Gafiatulina; L. V. Tarasenko; S. I. Samygin and S. Yu Eliseeva, “Social health and perception of risks by students living in southern Russian regions (based on sociological questioning data obtained in Rostov-on-Don) (2017)”, *Health risk analysis* num 4 (2017): 66-75

⁸ N. Kh. Gafiatulina, *Modeling socio-political processes in the face of uncertainty. Part I* (Rostov-on-Don: SFU – Azov, 2013).

⁹ E. V. Ostrovsky, *Psychology of management* (Moscow: 2011).

¹⁰ Y. Y. Volkov; D. V. Krotov; A. V. Rachipa; D. S. Zagutin and Z. A. Zhapuev, “Definition of the subjectivity of financial in sociological science”. *Indian Journal of Science and Technology* Vol: 9 num 5 (2016): 287-301.

Research results and their discussion

The scientific understanding of this problem is in the focus of attention of many scientists and practical specialists who are engaged in the study of the taking and implementation of management decisions from the point of view of several scientific directions and approaches.

In social management, decision-making is a more systematic process than in private life. The stakes are often much higher. The private choice of an individual affects, above all, his own life and the lives of a few people connected with him. The manager chooses the course of action not only for himself, but also for the organization and other employees. Top managers of a large organization sometimes make decisions related to millions of dollars. More importantly, managerial decisions can greatly influence the lives of many people, at least each of those who work with the decision maker, and possibly everyone in the organization.

Decision-making, as well as information sharing, is an integral part of any management function. The need for decision-making arises at all stages of the management process. It is associated with all areas and aspects of management activities and is its quintessence. Therefore, it is so important to understand the nature and essence of decision-making.

The concept of "management decision" is explicated in two basic meanings. In the first meaning, the managerial decision is interpreted as a situational result of certain socio-economic, political and other processes (conclusion, choice made in favor of resolving a problem situation) and then management decision is defined as resolution of a certain situation related to the existing (current) or expected state of the object under control. In the second meaning, the managerial decision is explained as the process itself, leading to a certain result (i.e., any direct decision-making).

In our opinion, the second meaning is somewhat wider than the first one. Since from a procedural point of view, a managerial decision means searching, identifying, analyzing and synthesizing managerial tasks, studying and forecasting the state of the social management object, setting management goals, developing the plan of specific activities, organizing activities for their implementation and mandatory control of the decision execution process¹¹.

For making a management decision, according to V. V. Matveyev¹², it is necessary to take into account a number of specific factors. In particular, the abundance of information, along with the lack of complete and reliable data; time constraints due to rapid obsolescence and loss of information relevance; "The inability to take into account all possible scenarios; the impossibility of determining the outcome of the managerial decision with a sufficient degree; high level of risk and responsibility"; factor of subjectivity in decision making. It is difficult for an individual to be objective because of the inability to process a large amount of information in a short time, because of an emotional attitude to the problem, and risk aversion¹³.

¹¹ Yu. I. Bashkatova, Management decisions (Moscú: 2005).

¹² V. V. Matveev, Improving management decision-making in agribusiness based on the monitoring of business risks: Abstract Cand. Economy Sciences (Moscú: 2016).

¹³ V. V. Matveev, Improving management decision-making in agribusiness...

Like the communication process, decision-making is reflected in all aspects of management. Decision-making is part of the manager's daily work. In other words: decision-making is an integral part of managing an organization of any kind. More than anything else, competence in this area distinguishes a manager from a non-manager and, more importantly, an effectively working manager from his inefficiently working colleague. Each leader plays a certain role in interpersonal communication, information exchanges, and decision-making¹⁴.

Representatives of one of the first directions formed at the intersection of the theory of organization, modeling and sociology of management within the framework of the concept of management of social systems are Western and Russian scientists: G. Simon, F. Taylor, A. Fiol, G. Ford, A .P. Sloan, A. K. Gastev, P. M. Kerzhentsev, V. P. Magdanov, E. F. Razmirovich and others.

In this area, we are talking about a systematic approach to the development of management decisions. It should be said that a system is a set of interacting elements which are in definite relations and ties with each other, constituting a holistic unit, moreover, the system has the basic properties: integrity, structure, hierarchy, interdependence of structure and environment, continuity of functioning and development, striving for a state of equilibrium and sustainability, as well as differentiation and mobility.

The system approach involves a comprehensive study of the object as a whole from the standpoint of system analysis. It means taking into account all interconnections, studying individual structural parts, identifying the role of each of them in the overall process of the system functioning and, conversely, identifying the impact of the system as a whole on its individual elements.

What are the scientific principles of a systematic approach to the development of management decisions?

Firstly, the trigger for any process of developing and making management decision is to identify and clearly formulate specific goals (the goal setting principle).

Secondly, the approach to the management problem should be like a holistic unified system that reveals the consequences and interrelationships of each particular solution (the principle of holism, integrity).

Thirdly, the need for detection, the unity of analysis and synthesis of possible alternative ways to achieve the goal (analytic-synthetic principle).

Fourthly, the principle of feedback, suggesting the explanation of various information on the issue of the problem situation between the subject providing the information and the decision maker

In general, the systematic approach is the main approach and the principle of construction, functioning and development of any system (object).

¹⁴ M. T. Belov; A. V. Rachipa and S. I. Samygin, “Specificity of management decisions in the system of management of the organization”, Humanitarian socio-economic and social sciences num 2 (2018): 13-16.

The second direction is structural-functional, also having a systematic approach and established at the end of the last century. Its supporters are V. A. Baryshev, M. Connor, B. G. Litvak, E. A. Smirnov, R. A. Fatkhutdinov, S. Young and other scientists.

The essence of the structural-functional approach to management is that the need is considered as a set of interrelated functions that require to be performed in order to meet the desired need. Recall that the basic functions of the management system in the practice of developing management decision are: planning, organization, motivation and control. After the functions have been structured and set, several alternative objects are created to implement these functions and the choice is made in favor of the object “that requires a minimum of total costs for its life cycle per unit of its useful effect”¹⁵.

Structural-functional approach has allowed proving that the implementation of management decision is a multi-level management function, which depends on the state of the external and internal environment containing corporate culture, as well as social motivation, individual and value orientations of every employee¹⁶.

Within the third direction - behavioral (socio-psychological), which arose later, in the second half of the 20th century, such scientists worked as: K. V. Baldin, S. N. Vorobev, A. V. Karpov, M. A. Kotik, V. V. Kochetkov, S. V. Leontyev, B. F. Lomov, V. V. Skotnikov. The focus of scientists who have chosen management decision as the area of their scientific research, is the process of socio-psychological interaction of the parties: the impact of the decisions made and implemented by one participant of the interaction on the behavior of another. The main goal of the behavioral approach is to assist the staff in realizing their personal abilities; in the reflection of the system of their own knowledge and skills for the most effective interaction¹⁷, which will contribute to improving the effectiveness of the organization by increasing the efficiency of its human resources.

According to the socio-psychological theory reflecting the behavioral approach, the managerial decision is associated with the need to implement volitional action. Volitional action involves the following steps: preliminary awareness of the goals and means of action; the mental performance of an action prior to the actual action; the process of the struggle of motives, i.e., mentally weighing the bases of various aspects of the pros and cons of the implementation of the decision; the process of choosing one motive and making a decision¹⁸.

The nature of developing and making management decisions is not confined to the situational and procedural parties, since serious attention is paid to the human factor and mechanisms of socio-psychological interaction, which is justified by the category of social management, the process of influencing society, groups, individuals to streamline their activities and increase the level of organization of the social system¹⁹.

¹⁵ Yu. I. Bashkatova, Management decisions... 44.

¹⁶ V. A. Baryshev, Execution of management decisions in organizations (socially-oriented aspect) (Moscú: 2010).

¹⁷ M. M. Shakbanova; N. Kh. Gafiatulina; S. I. Samygin; T. M. Chapurko; N. A. Levaya and N. K. Bineeva, “Bouth of the South of Russia: Specifics of manifestation of ethnic identity (on the example of the Dagestan republic)”, Purusharta Vol: 10 num 2 (2018): 111-119.

¹⁸ E. V. Ostrovsky, Psychology of management...

¹⁹ Natalya Kh. Gafiatulina; Gennadiy A. Vorobyev; Svetlana I. Imgrunt; Sergey I. Samygin; Anna T. Latysheva; Larisa I. Ermakova and Larisa I. Kobysheva, “Social Health of Student Youth in South

Therefore, for example, I.V. Kalnitskaya and A.N. Danilov interpret the concept of “management decisions” from the point of view of organizational behavior, based on the facts and value orientations, suggesting a process of interaction among organization members on the choice of alternatives in the framework of successful management decision-making²⁰. The use of a behavioral approach to decision-making practice allows managing conflicts in any professional activity²¹.

As noted by K. M. Zakkar, it is precisely through the formation of optimal “working conditions and the necessary evaluation system that one can create in practice an intraorganizational environment for solving various kinds of tasks” and situational problems²².

Conclusion

Thus, the interpretation of the category “management decisions” indicates the existence of two meanings of this category. First, from the point of view of the situational result of certain processes (including the output, the choice made in favor of resolving the problem situation, the conclusion). In this case, management decision can be defined as a particular situation resolved by the management subject and associated with the current or expected state of the control object. Secondly, from a procedural point of view, which characterizes a management decision as searching, identifying, analyzing and synthesizing management tasks, studying and predicting the state of the management object, setting management goals, developing a plan of specific measures, organizing activities for their implementation, and mandatory control of the execution process of management decisions.

The analysis of the theory and practice of social management showed that the following scientific approaches are applied to the development of management decisions: - systemic (meaning taking into account all interrelations, studying individual structural parts, identifying the role of each of them in the overall process of the system and, conversely, identifying the impact of the system as a whole on its individual elements); - structural-functional (the essence of which lies in the fact that the need of the subject of management is considered as a set of interrelated functions); - behavioral (socio-psychological, associated with the factor of behavior and mechanisms of social and psychological interaction).

At present stage of management theory development, problems of social planning, modeling and forecasting of management decisions are widely developed using methodological tools (i.e., developing a system of scientific principles, methods, scientific and methodological approaches), which, in turn, contributes to the search for the best strategy of management decision making in the resolution of problem situations, as well as the creation, forecasting, modeling of probable results.

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²⁰ I. V. Kalnitskaya and A. N. Danilov, “Management decisions in the management model of the organization”, *Omsk Scientific Bulletin* num 3 (2014): 11-28.

²¹ K. M. Zakkar, *Decision making in the management organization system: Abstract Cand. Social. Sciences* (Moscu: 2012).

²² K. M. Zakkar, *Decision making in the management organization system... 7.*

ALEXANDER V. POPOV / ANDREY V. RACHIPA / KAMILLA G. ABAZIEVA / LARISA G. SHVETS
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Specificity of explication of the category “management decisions” and scientific-methodological approaches for their... pág. 224

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