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TASKS OF SITUATIONAL ANALYSIS IN PSYCHOLOGY OF MANAGEMENT

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ABSTRACT:

This article is an invitation to a discussion about the meaning and content of management in the modern world and the search for a new management paradigm in the 21st century. The challenge to modern management comes from the nature of the forces, changes and processes taking place in the world. The tasks of situational analysis are proposed as effective ways to determine the factors affecting the development of the organization and the place occupied by the organization in the general economic space.

Today, in connection with socio - economic transformations, there is a need to study the theoretical and practical aspects of the management of society, its spheres, organizations. Without professional and constantly improving management, it is impossible to overcome the changes that are taking place in modern society. The current situation dictates more and more attention to be paid to the socio-psychological problems of managing people, their actions and behavior, which are considered in the course "Psychology of Management".

The economy has entered an era where organizations are required, first of all, to be stable in relation to the market, mobility in relationships in a team, and the ability to quickly adapt to the external environment. This requires specialists in human resource management to form innovative methods, models and mechanisms, more flexible and quick adaptation of employees, the fastest and most productive involvement of the employee in the activities of the organization.

Management psychology has been actively researched, researched, and, obviously, will be doing this for a very long time. This direction of psychology can be of great practical benefit to all people, and especially to heads of teams of enterprises, community organizations.

Ignorance of the laws of management psychology does not protect the leaders of organizations from ineffective work, problems and riots in the work collective. And vice versa, if a manager knows the laws of management psychology, he will be able to understand the motivation

for specific actions of his subordinates, will have time to prevent possible conflicts and increase the level of efficiency of each employee. The role of psychological knowledge for the modernization of management is due to the fact that there are patterns that determine the content analysis of the interaction of people in the management process, undoubtedly, they, in turn, affect the activities of people in the organization. It follows from this that in the management process it is important to take into account not only the patterns in the economy, but also the socio-psychological, as well as the psychology of the individual and groups.

As you know, the goal of management psychology is to develop methods to improve the efficiency and quality of work of organizational systems using psychological methods of management. The fact is that for the successful solution of management problems it is not enough to use only psychological methods. Virtually every management problem can be solved using a combination of different methods.

After conducting a number of studies in this area under consideration, we came to the conclusion that situational analysis is one of the most effective types of analysis that is used in the diagnosis of crisis situations in management. The data obtained during this process determine the entire course of further determination of the purpose and direction of research that must be carried out in the first place, the procedure for conducting diagnostics, as well as the timing, cost of work and the composition of performers.

According to the available results, it can be argued that there is no universal approach to management. Different problem situations require different approaches to their resolution, and the results of the same management decisions may differ from each other. There is more than one way to achieve a goal. Situational factors are factored into strategies, structures and processes, resulting in effective decision making.

The goals and objectives of our research have determined the development and selection of methods and techniques by which they were achieved and solved. Generalization and interpretation of scientific data, analysis and synthesis, criticism, systematization were used as research methods. As empirical methods of collecting information, specially developed methods of documents, included observation, formalized and informal interviews, questionnaires, content analysis, and expert assessments were used.

The analysis showed that the method of situational analysis in Management Psychology is based on the fact that the fruitfulness of various methods of managing an organization is determined by a specific situation. Due to the fact that there are many factors, both in the organization itself and in the outside world, there is no single unique way to manage an organization. The most effective method in a given situation is the method that best suits the given situation.

A situational analysis is an analysis of the strengths and weaknesses of an organization, as well as external threats and opportunities that affect its performance.

Knowledge of the theoretical foundations and practical techniques of

human resource management allows you to make the most of a person's capabilities, his revealed and potential abilities. In this regard, when training personnel in the field of management, teachers in the field of "Psychology of Management" need to teach students to identify certain patterns, build work with people on the appropriate basis, and predict behavior options.

Based on the results of our questioning among students, it was revealed that it is highly relevant to conduct an analysis of real production situations at practical seminars, the use of specific models of personnel management. When studying this course, you must always remember that a person is a manifestation of the environment, the current properties of which are of key importance for a person and affect the nature of his life. Therefore, the impact on the person and in general on the human resources of the organization should always be considered in different versions of the environment.

Analyzing problematic issues of personnel management, it is very important to understand that employees of an organization with different personal characteristics will react in completely different ways to what is happening, including the essence of the impact and its parameters. Practical situations allow you to study a variety of human reactions, the nature of thinking, motivational personality traits. Active teaching methods allow taking into account both individual characteristics and group characteristics of the organization's human resources. Professional human resource management allows for an integrated approach to human resources in conjunction with the strategic objectives of the organization.

We believe that one of the effective areas of independent work of students in the course "Psychology of Management" is solving the problems of situational analysis, which consists in the formulation and solution of specific problems based on the systematization of information. This type of work contributes to the development of students' thinking, their creative skills, the assimilation of knowledge, competencies acquired in the course of active research and independent problem solving. The experience gained at the same time allows students to set and solve various tasks, both standard and non-standard, related to their future professional activities.

Of course, situational analysis technology is a method of active problem-situational analysis based on learning by solving specific problems - situations. The immediate goal of this technology: by the joint efforts of a group of students must analyze the situation arising in a specific state of affairs, and develop a practical solution; the end of the process - the evaluation of the proposed algorithms and the choice of the best in the context of the problem posed.

We bring to your attention examples of situational analysis tasks that were tested with students during our practical seminars.

Subject: *Resolving organizational conflicts.*

- 1) Assignment for analyzing organizational conflict:
- 2) give a classification of the conflict;
- 3) identifying the causes of the conflict;
- 4) possible settlement options and their consequences.

Situation 1.

A sales manager with a salary of 20 thousand rubles believes that in order to improve his personal and professional status, he needs a prestigious car. He takes out a loan and soon finds out that he cannot handle the payments.

Situation 2.

In a restaurant chain, the volume and structure of deliveries to each restaurant is formed not by the director, but by the head of the procurement department of the central office. On the one hand, it has place objectivity in resource allocation and control is provided. On the other hand, there are conflicts with directors due to incorrect applications, errors, which leads to failures in the work of restaurants.

Situation 3.

The introduction of a marketing department in the enterprise led to an increase in product sales by 15%, but the workers in the main production found it unfair that the salaries of marketers, on average, were significantly higher than theirs. This led to a decrease in production and layoffs in the main production.

Situation 4.

In the department of the company, all employees meet on weekends and play football. The new employee considered it a waste of time and refused to join. After the weekend, everyone was constantly talking about the weekend, and the newcomer felt rejected. This attitude quickly spread to business matters.

Situation 5.

The efficiency of the department was low, the leader saw the reason in the lack of cohesion and numerous interpersonal clashes. The manager imposed severe sanctions - for one delay of 10 minutes, 50% of the bonus was deprived, for an error of a non-critical nature - a demotion for 2 months, which caused sharp discontent among all employees.

Situation 6.

The employee worked for a year, and throughout the year he received comments and punishments for inaccurate understanding of his functions. At the same time, all attempts to clarify them, get acquainted with the official job description and requirements for the position irritated the immediate supervisor. The employee quit.

The main purpose of these proposed situations is that when solving them, students acquire professional skills, analytical and practical skills, creative and communication skills, and gain experience of future activities.

Today's educators need to master intense interactive learning technologies such as situational analysis. It is this technology that develops the general cultural and professional competencies of the student, forms the necessary skills and abilities, creates the prerequisites for the readiness of future specialists for implementation in the professional community. For us, this method is attractive due to its versatility. In the tasks of situational analysis, there is no clearly defined set of initial data. Their structure lacks a number of questions that need to be answered. Instead, the trainee should comprehend the situation outlined in the situation analysis task, identify the problem and the questions to be solved himself.

Based on the observation data, it should be noted that the problem of

introducing interactive technologies into the modern education system is still urgent. Employers require not only documents on higher education and a portfolio of student achievements, but confirmation of the presence of certain competencies. Traditional forms and methods of teaching are no longer enough for the formation and development of professional competencies; it is necessary to introduce interactive educational technologies and restructure the educational process. Our practice shows that the most actively intensive technologies are used in professional universities.

It should be noted that high-quality training of specialists is possible due to the integration of theory and practice in the educational process of the university.

The emergence and development of the method of situational analysis, and the solution of its tasks in working with students, is due to the emerging problems, which are not only to give students knowledge, but also to ensure the formation and development of cognitive interests and abilities, creative thinking, skills and abilities of independent intellectual labor.

The value of the situational analysis method in the professional training of specialists in the field of management cannot be overestimated:

- Is a unified information complex that develops the ability to analyze a situation, plan a strategy and make decisions;
- Is a way that teaches to apply academic theory in real events of future professional activity, contributing to the active assimilation of knowledge and skills in analyzing professionally significant information;
- it forms students' professional skills: analytical, creative, communicative and social, practical skills.

It should be noted that the effectiveness of the tasks of situational analysis in the psychology of management in training specialists is high, since they not only form the professional skills of the future specialist, but develop professionally significant qualities of his personality and provide practical readiness for the chosen activity.

Thus, research and analysis of any specific management system as an object are needed to ensure the competitiveness of the organization in the market for goods or services, to increase the efficiency of the functioning of the organization's divisions as a whole. Information and knowledge of the basic methods and techniques of researching organizations, their use in practice are of considerable importance at the present stage.

Summarizing all that has been said, we can conclude that today a modern leader must meet certain requirements. However, it remains controversial which is more important: experience, professionalism, enthusiasm, or his managerial qualifications. Every day the head has to solve more and more complex problems, make management decisions under the influence of the constantly changing market situation.

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