



Laws and Principles of Management

**Azamjonov Ulug'bek Usmonjon o'g'li¹, Turg'unov Azamat Ergashali o'g'li²,
Ziyodullayev Shoximardon Sadulla o'g'li³, Qadamboyev Arslon Ravshanbek o'g'li⁴**

¹ Senior teacher of Public Safety University of the Republic of Uzbekistan

^{2,3,4} Cadet of Public Safety University of the Republic of Uzbekistan

Abstract: *this article describes management laws and regulations. General philosophical and economic laws and the importance of their knowledge are studied separately. The main principles of management and the role of management principles in society are analyzed. The importance of knowing economic laws, the essence of the laws of material dialectics and their influence on management, which laws play an important role in the market economy, the main principles of management, the essence of competition law, general philosophical and economic laws, management laws and the main principles of management. illuminated.*

Keywords: *Law, principle, market laws, principles of management, specialization of management, integration, centralization, decentralization, optimality, planning, time law.*

Management is an objective process by its nature of laws and regulations. "Law" and "legality" can be included in general and specific concepts.

The law is a means of strengthening, developing and regulating social relations, which are considered the most important from the point of view of the interests of man, society and the state. The law is the highest authority document of state supreme representative bodies. The law forms the basis of the state legal system and has the greatest legal force compared to the normative acts of all other bodies of the state. A special procedure for its adoption by law. a special legislative process consisting of several stages is typical. These stages include legislative initiative, discussion of the draft law, adoption of the Law and its publication. Laws are constitutional by nature of the norms embodied in them. direct constitutional requirements are divided into basic (organic) and ordinary laws. Ordinary Laws, in turn, are divided into codified and current Laws. In federal states, Laws, as well as federal and federal subjects are divided into Laws. A special category of laws is emergency laws. We consider it expedient to make a comparative analysis of these categories in terms of both the content and the theoreticalbasis in terms of research goals and objectives.¹

Normativeness is an important feature and feature of the Law. Other forms of legal documents may also be normative, but they may be less binding, short-lived or law-enforcement. Normativeness of the law is that it elevates the same rule to the level of norm, norm, standard for everyone . A rule enshrined in law applies repeatedly as the same requirement in all similar cases. Normativeness of the law is closely related to the strictness, supremacy and supremacy of the will of the state

¹ Usmonjon o'g, A. U. B., & Nodirjonovich, S. S. (2021). THE ECONOMIC MECHANISMS AND IMPLEMENTATION OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP. *Academicia Globe: Inderscience Research*, 2(05), 427-431.

expressed in it. It is the imperative (submissive) content of this will that determines the general behavior and behavior criteria by means of the Law.

Laws of the Republic of Uzbekistan are divided into the following groups:

- 1) the basic law - the Constitution;
- 2) Constitutional law ;
- 3) Codes and current Laws;
- 4) Constitution and Laws of the Republic of Karakalpakstan.

Among the laws and other regulatory documents, the Constitution of the Republic of Uzbekistan occupies the main place. This document defines the organization of state power and the management mechanism, the foundations of the constitutional system, the economic and social foundations of society, and the political system. strengthens the rights and freedoms of people and citizens. The Constitution is the core of the legal system of the society, the entire legislation, the legal ground. All current laws are issued based on the provisions and principles of the constitution and in the interests of their implementation.²

If "law" is a general concept, legality is a part of it. Economic laws and regulations operate beyond human consciousness and level. A person should understand it correctly and use it wisely in his work. The market economy system requires its correct understanding and its rational use. **There are the following laws of management:**³

- ✓ specialization law;
- ✓ law of integration;
- ✓ the law of centralization;
- ✓ democratization law;
- ✓ the law of time (the law of economy of time).

The essence of the law of specialization is that the management of the enterprise is carried out by a certain number of managers and leaders. In the course of their activities, based on the division of labor, according to the following specific functions (planning, organization, coordination, activation, control), labor tools (methods of information collection, processing, analysis), according to the volume of performance and labor demand (department heads and subordinates), according to the authority of management (level of management, rights, responsibilities, etc.). When a person experiences these feelings, he evaluates other people's behavior or mental characteristics and his own behavior based on a certain morality, that is, a set of social morals and norms.⁴

The management system will have different distribution of functions. In particular, general tasks of enterprise management - production process, finance, purchase, sale, marketing, personnel training, scientific activities, information system management, etc. will be available. This, in turn , is the specialization of management , with the help of which the effectiveness of management is ensured. *Specialized functions* of management are performed by experienced and qualified personnel who know this field.

The law of integration is an objective law. management indicates the implementation of the activities of all management personnel on the basis of integration. Such a need arises from the demand for production and management.

² <https://qomus.info/oz/encyclopedia/q/qanun-2>

³ D. Yusupov, ZKKusharov. Management theory. Study guide. -T.: "IMPRESS MEDIA" LLC, 2019. p. 79-82.

⁴ Baxodir o'g', G. I. F., & Abdullo o'g'li, M. I. (2022). SOCIO-PSYCHOLOGICAL CHARACTERISTICS OF PERSONALITY EMOTION. Vital Annex: International Journal of Novel Research in Advanced Sciences, 1(3), 1-12.

The integration of management is manifested by its following components:

1. Purpose - as an integrative factor of management;
2. As a management mechanism-balanced method and management process;
3. As a coordination of structural divisions and functions of ulaming;
4. As a link between information supply and management units.

The law of centralization of management. This law requires finding the optimal (most convenient) option of management from the center and from below.

This law reflects the process of management from the center, that is, from top to bottom, on the one hand, and from bottom to top, on the other.

The objective system of management is painted in a centralized form. For example, in biology, the center, the brain, must function in order for the first system to function.

The management system that assumes the majority of representation in the management of the enterprise and in making important decisions is called centralized management. Since the authority to manage the enterprise is mainly given to the lower management bodies, it is called decentralized, that is, management from below. Team mood-a complex of emotions that arise in team members in relation to this or that phenomenon, team mood has a huge power of influence, which is the motive for the behavior and activity of military personnel. While some types of Team mood (passion, confidence in success, high spirits) are factors in its success, others (bad mood, distrust of one's own strength, boredom, sadness and dissatisfaction), on the contrary, reduce the capabilities of the team.⁵

The advantages of centralized management are:

1. It became possible to coordinate and control the activities of the specialized management service.
2. A single agreed procedure of action is provided.
3. Management work allows more productive use of knowledge and experience.

Advantages of managing from below:

1. It is possible to make a decision by a leader who knows the problem better.
2. Due to the large amount of information in a large enterprise, it becomes difficult to manage and develop management decisions.

allows for a strong job position.

Democratization Act. Management efficiency should ensure that people benefit. Each interested person, management employee is a unique process for the work team. This is ensured when the management process is not only competent, but also democratic. This law essentially reflects the interconnectedness of people in a team, that is, it reflects the interaction between a leader and subordinates.

The law of time (the law of economy of time) is an important law of the market economy. Time is an economic category, and its value covers all aspects of enterprise activity, including production speed. capital turnover, labor productivity, labor costs, etc.

The basis of management is legal science based on objective economic, social and other laws. Taking into account the study of this law and its manifestation in specific situations, economic leaders determine the strategy and tactics of managing the national economy of the republic.

Management laws are objective, stable, widespread and repeatable relationships in the management of events, processes, and systems.

⁵ Said o'g'li, S. S., & Abdurasul o'g'li, R. S. (2022). Psychological View of the Military Community. Pioneer: Journal of Advanced Research and Scientific Progress, 1(2), 5-12.

In accordance with this, the management determines the following legislation:

- ✓ Management process;
- ✓ management functions and methods;
- ✓ management decisions;
- ✓ management and control systems of the organization;
- ✓ internal and external environment of the organization;
- ✓ management development and others.

The system of management laws consists of:

1. Compatibility of organization and management with the development of society. This law shows the conditions for further development of the country's economy.
2. Diversification of production and management. Diversification of production is manifested in the development of new areas and fields, transformation and expansion of enterprises into various complexes. Accordingly, a diversified enterprise should diversify its business. There are a number of effective ways to manage conflict situations. They can be divided into the following large group.⁶
3. Compatibility of control and controlled systems. The essence of this is to achieve balance in the formation and operation of the connection between all elements of the working and executed system. When the controlling and controlled systems continuously interact, it determines the structure and behavior of the controlling system, which is manifested in the improvement of the structure and processes of the controlled system, the forms and methods of management.
4. Management decentralization (decentralization) and democratization. The law of decentralization of management involves the transition to lower levels of maximum responsibility and responsibility in the implementation of management processes. Its advantages are to stimulate the initiative of lower managers and executives, corresponding to the specific characteristics of the activity of management objects. Decentralization is accompanied by the democratization of management, as more accountability and responsibility descends to lower levels, and more employees are involved in the implementation process.
5. The role of the human factor in production and management. One of the achievements of world management is to recognize the new role of man in production and management, to create an appropriate mechanism for his activation.

The laws of management allow for the formation of rules that provide capacity for effective management.

These rules are a set of principles that are formed as a result of a certain level of generalization, separated from the actual features of a single management action, and determine the functioning of the management system.

Successful management of the economy is possible only with the correct use of general philosophical and economic laws. The influence of general philosophical laws is manifested in social practice in the form of determining the laws and directions of economic development. The science of various social relations in the management of production is subject to the general laws of general philosophical and economic theory. Some types of psychotherapy can help a person learn what defense mechanisms they are using, how effective they are, and how to use less primitive and more effective mechanisms in the future.⁷

⁶ Dilmurod o'g'li, Q. B., & Usmon o'g'li, M. R. (2022). Conflict and Stress Management. *Nexus: Journal of Advances Studies of Engineering Science*, 1(3), 10-15.

⁷ Furqat o'g'li, M. T. (2022). THE MECHANISM OF PSYCHOLOGICAL PROTECTION IN A PERSON. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 13-19.

General philosophical laws are primarily the following laws of materialistic dialectics:

1. The law of the transition of quantitative changes to qualitative changes describes the interdependence and influence of quantitative and qualitative aspects of things and events.
2. The law of unity and struggle of opposites indicates a driving force, a source of self-acting development.
3. The Law of Negation of Negation sets the course for endless development and improvement. Development cannot be achieved without negating the old, because negation creates space for something new. Therefore negation is the time when the old is connected with the new.
4. In the conditions of market relations, management rejects the old managerial forms and methods and replaces them with new scientifically based ones.
5. The law determining that social existence is primary from social consciousness showed that the labor community is primary, the life of an individual worker. Generalization of management cannot be carried out without taking into account the application of this law in determining the social, collective, personal interests.
6. The law expressing the determination of production forces in relation to socio-economic relations is of great importance for management. It is through the means of management that the two sides of production, productive forces and socio-economic relations, are connected.

The above-mentioned and other laws of philosophy form the basis of management methodology. They are the central categories in management, which make it possible to strengthen the unity of its concept and determine the relationship between all categories.

Management is based on the system of laws of society. No major practical problem can be solved without theoretical understanding and justification. Theory is an important way of updating. And science is aimed at studying and organizing objective knowledge about reality. Regulation of knowledge is expressed in laws. In the first situation, the psychological properties of the subject's behavior appear as the initial and final conditions of the explanation, and in the second - external and operational conditions. In the first situation, we talk about motives, needs, goals, wishes, interests, etc., and in the second - about incentives arising from the situation. Sometimes all factors that determine human behavior from the inside are called personality dispositions. Accordingly, dispositional and situational motivations are spoken of as internal and external analogs of behavior determination. That is why the desired action of a person is considered as twofold: dispositional and situational determination.⁸

Law is a philosophical category that reflects the stable, repetitive connection and relationship of the events of existence, the aspects that lead to the occurrence of events in a certain order. Knowledge of laws allows to determine the objective directions of development, to solve practical tasks. Therefore, economic management should be based on knowledge of the laws and skillful application of them in practice. General philosophical laws are expressed through categories such as matter, movement, space, time, quantity, quality, cause, effect, form, content. The laws of economic theory are expressed through economic categories (property, production, demand, supply, distribution, exchange, value, price, profit, commodity, money, equilibrium). The more complete and consistent the use of laws in the management of the economy, the more efficient is the expenditure of labor. And on the contrary, failure to take into account economic laws in the management process leads to unexpected, negative consequences for society. Therefore, in learning the laws of management, it is necessary to consider not only their application, but also their conscious application in the management process. Much of the conscious use of the laws of management is related to their study. The more thoroughly the laws are studied, the more likely they are to be properly used in practice. But knowledge of management laws is not a guarantee for their successful application in concrete practice. It is useless to separate theory from practice in the knowledge of laws. Therefore, the use of

⁸ Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 13-22.

laws depends on their knowledge, understanding, timely and correct application in practice. This is a decisive factor in improving management efficiency.

In the process of analyzing the indicated drawing, it is necessary to consider three interrelated and sequential issues that can be solved using the system of economic laws:

- deep and comprehensive knowledge of existing laws, taking into account the characteristics of their manifestation at one or another stage;
- setting goals of economic and social development and determining ways to solve them;
- development of business management in the conditions of the market economy and application of appropriate forms and methods.

Economic laws take the lead in the economic management system. A management system that freely unites and regulates human labor should clearly define goals, look for ways to implement them, evaluate their achieved results, and take into account the requirements of economic laws reflected in economic efficiency. There is a specific basis for the division of group members with "conflict-of-regulation relations" related to the hierarchy within an unregulated group. These are, for example, the time spent in a group, age, gender, place of residence before entering a social organization, etc. In this case, the object of —relations contrary to the charter” is a person who does not accept the existing hierarchy or does not achieve informal status in the group, allowing him to take an equal position with the rest of the group.⁹

1. The law of meeting the needs of society as fully as possible by spending as few resources as possible. All economic and social processes in society, the laws of their implementation follow this law, because it represents:

- that the objective direction of production is aimed at increasing the well-being of the people, all-round personal development;
- the main reasons for economic activity of people, the leadership of national economic interests;
- socio-economic nature of production efficiency.

In the conditions of market relations, the content of this law is enriched in every way.

2. Law of value or law of price. The monetary value of goods is called price. The price is determined by supply and demand. Price is the market barometer: if demand and price are high, production will expand. When demand and price fall, production falls. The price at which the quantity and composition of demand equals the quantity and composition of supply is called the equilibrium price.

The volume of each type of goods produced should be equal to the social needs for them, that is, equal to the demand with the ability to pay.

3. Law of demand. Its meaning is that the higher the price, the lower the demand. Demand represents the buyer's ability to pay. Let's see how the coefficient of demand elasticity is determined:

$$K_{demand\ elasticity} = \text{increase in demand, \%} / \text{Price reduction, \%}$$

4. The law of supply. It represents the increase in supply as the price increases. Supply is the price value of goods and services. In this case, the supply elasticity coefficient is equal to:

$$K_{offer\ elasticity} = \text{Increase in supply volume, \%} / \text{Price growth, \%}$$

5. The essence of the law of competition is that, in the conditions of competition, it is impossible to get the best result without causing damage, because it is impossible to establish the order of increasing the income of all producers of goods.

⁹ Olimjon o'g'li, O. O., & Shuxrat o'g'li, Z. I. (2022). The Main Features and Signs of “Relations Contrary to the Charter”(On the Example of Russian Experience). *Web of Scholars: Multidimensional Research Journal*, 1(5), 17-21.

6. The latest law of convenience from the point of view of the consumer. Pleasure means satisfaction with the consumption of goods and services. General utility means satisfaction with a certain unit of goods and services; Last gratification means the satisfaction of buying the same goods and services again.

Thus, in the conditions of the formation of market relations, the possibilities of using economic laws expand in every way. Strict stratification within the group is associated with the conditions for the existence of closed communities: firstly, the group is faced with the need to solve most of the problems that arise with its resources, and secondly, the group is deprived of the opportunity to redirect. negative emotional stress accumulated from the outside.¹⁰

Management principles are the fundamental basis of management theory according to their purpose - the link between management laws and management practice. Management principles can fulfill their purpose only if the content corresponds to the objective laws of management. The main requirement for management principles is that their adherence increases the effectiveness of practical activities.

Management principles - laws, basic rules, norms of behavior that should guide management employees in practical activities. Management principles are an objective category.

For the first time, the term "principles of management" was introduced by F. Taylor, who published his work in 1911 under the name "Principles of Scientific Management". Based on the study of the basics of work performance and labor operations, he formulated four principles of personal labor management:

1. A scientific approach to the performance of each element of the work;
2. Scientific approach to the selection, training and training of employees;
3. Cooperation with workers;
4. Distribution of responsibility for results between managers and workers.

A principle is a basic rule of conduct, a guiding idea. In scientific literature, management principles usually mean the basic rules, guidelines, and norms of behavior based on the management of the economy. Management principles reflect the essence of phenomena related to management methods as a result of the influence of economic laws. These are just a few advantages of the digital economy. The development of the digital economy has a positive effect on our daily life, provides many additional opportunities for the average user, and can also ensure the growth and development of the market.¹¹

The principles of management of the organization determine the requirements for the system, structure and organization of the management process. that is, management of the organization is carried out through basic guidelines and rules that are managed by managers at all levels. These rules define the "trajectory" of my manager's behavior.

In this regard, all principles of management fall into two groups:

1. General principles;
2. Private principles are divided into groups.

The general principles of management include the following principles: practicality, systematicity, multi-functionality, integration, implementation of values.

1. *Principle of practicality* - management develops the same guidelines for all employees working in the organization.

¹⁰ Ravshanjon o'g, J. R. M., & Rustam o'g'li, S. U. (2022). Socio-Psychological Reasons for the Origin of "Relations Contrary to the Charter". *Web of Scholars: Multidimensional Research Journal*, 1(5), 22-28.

¹¹ Usmonjon o'g, A. U. B., & Obidjon o'g'li, A. O. (2023). Content, Positive and Negative Characteristics of the Digital Economy. *INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY*, 2(5), 230-235.

2. *The principle of systemicity* - management encompasses the entire system, taking into account external and internal relations, interdependence and openness of its structure or the entire system.
3. *The principle of multi-functionality* - covers various aspects of management activity: material (resources, services), functional (organization of work), semantic (achieving a specific goal).
4. *The principle of integration* - different attitudes and viewpoints of employees should be integrated within the system.
5. *The principle of value orientation* - services are introduced into the surrounding public world with clear ideas about values such as value for money and value for money. All of these should not only be considered, but also run effectively by strictly adhering to these general principles.

Specific principles of management include:

1. *Principle of optimal combination in management of centralization and decentralization.* The problem of combining centralization and decentralization in management is the optimal distribution of authority in making management decisions . This principle implies the need to skillfully use one-time and collegiality in management.
2. *Principle of reasonableness of management.* The socio-economic changes of the organization should be planned in a timely manner. The main content of the principle is to demand that all management actions be carried out based on the use of scientific methods and approaches.
3. *Implementation process.* It consists in determining the main directions and proportions of the organization's development in the future. The plan is considered as a set of economic and social tasks to be solved in the future.
4. *The combination of rights, obligations and responsibilities is complete.* It means that every subordinate should perform the duties assigned to him and periodically report on his performance.
5. *The principle of private autonomy and freedom.* It means that all initiatives originate from freely operating economic entities that perform management functions at their own discretion within the framework of the current Legislation. Upon completion of the search work, the author analyzed selective publications that touch upon both the problems of conceptualizing the digital economy as a complex socio-economic phenomenon and its differences from other concepts and categories, and applied aspects of the digital economy, including the introduction of appropriate technologies.¹²
6. *Hierarchy and feedback loop.* It consists in creating a multi-level management system, in which the main links (lower level) are managed by their own bodies under the control of the management bodies of the next level. They, in turn, are managed and controlled by bodies at the next level. Low-level goals are set by management bodies from higher-level hierarchical bodies. Continuous control over the activities of all parts of the organization is carried out on the basis of feedback. Through feedback channels, information about the operation of the controlled system constantly enters the control system, which has the ability to correct the course of the control process.
7. *Motivation principle.* Its essence: the more carefully the managers implement the system of incentives and punishments, the more they consider the contingency, in which case the motivation program will be very effective.
8. *The principle of democratization of management.* It implies participation of all employees in the management of the organization. The forms of such participation can be different (money invested in shares, collegial management decisions).

¹² Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in Library, 20(3), 21-27.

9. *General state legislation.* The organizational and legal form of the organization means that it must meet the requirements of state legislation.
10. *The principle of organic integrity of the object and the subject of management.* It shows that in the process of influence of the subject of management on the object of management, they should form a single complex system in contact with the output, feedback and environment. In management, the subject of management (system management) is managers, the object (managed system) is production, organization, and people working there.
11. *Overall stability and mobility of the management system.* It shows that the management system should not undergo fundamental changes when changing the external and internal environment of the organization. At the same time as the stability of management, the process should be mobile, that is, changes and requirements of consumers of products and services should be taken into account as much as possible. The principles of management are interrelated and their combined application increases the effectiveness of management. In the light of all these trends, the concepts of "digital economy" and "knowledge economy" are becoming inseparable. Science and the new knowledge it produces are the central core on which almost all aspects of the modern economy are "strung", based on the scientific and technological paradigm - general principles and standards of development based on innovative sources of growth associated primarily with the use of breakthrough results of fundamental and applied research. This paradigm includes the widespread use of the most modern methods and technologies for research and development, including on a digital basis.¹³

The main principles of management include:

1. *The principle of individualism and collegiality in management.* The principle of sole leadership requires strict obedience of members of the production staff to the orders of a single leader in direct production. A high-level leader should not solve issues that fall under the authority of a lower-level leader. The main condition for the implementation of this principle is to strictly define the rights, duties, and obligations of each executive. Unified leadership should be combined with collegiality and transparency of decisions. Collegiality must be accompanied by discipline, unconditional obedience to the will of a single person. Democracy and transparency provide an opportunity for everyone to express their civic views, actively participate in the development and adoption of management decisions.
2. *Scientific principle.* Among the principles of management, every leader who rejects currencyism takes a place requiring the application of economic laws, objective directions of society's development, national and foreign experience in this field.
3. *The principle of planning.* In the conditions of the market economy, planned management of production is an important condition for creating a business and strategic plan and implementing economic policies. This principle represents the determination of long-term directions, rates and proportions of production development.

Production planning is one of the main tasks of management. It is carried out on the basis of economic law, scientific analysis of the current state of production, determination of the perspective of needs, and adoption of technical and organizational decisions. In the conditions of the market economy, strategic planning is important to determine the parameters of economic development that determine the optimal proportions of the development of this or that branch, and most importantly, the ways of effective use of resources. Among the terminological predilections that have developed in science, despite all the imagery of concepts: hidden, underground, informal, illegal economy, the term "shadow economy" still remains popular, which is one of the most significant and relevant topics of our time.¹⁴

¹³ Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in Library, 20(4), 231-235.

¹⁴ Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in Library, 21(4), 86-101.

4. ***The principle of improving management forms and methods.*** In the market economy, there are three forms of management: **private, collective, state management**. In the private form of management, the owner alone makes decisions and is responsible for the entire work. The positive side of the private form of management is that the owner has the opportunity to fully control the progress of the work, and the disadvantage is that the investment is not very large, and one person is obliged to perform various tasks of management. The owner performs all the tasks of management: planning, organization, promotion, loss and damage to others personally. In the conditions of strong competition, the owner must constantly increase his knowledge, improve management methods, that is, change the ways of influencing workers in accordance with the current situation in the market.

In the collective form of management, two or more individuals and legal entities jointly make management decisions and are responsible for the activities of the enterprise or joint-stock company. Partnership makes it possible to make relatively qualified Management decisions, to eliminate the shortcomings of the private form of management. The advantage of the collective form of management is that partners have the opportunity to attract additional capital by selling shares. The collective form of management is implemented by the board of directors, which selects the main management policy and economic, organizational-management, social-psychological, legal methods of management suitable for the current situation. The main disadvantage of the collective form of management is that all partners - shareholders cannot participate in the management and control of the enterprise. Another disadvantage is that it imposes a "double taxation" on the shareholders of a corporation, joint stock company or business, since the business pays taxes on profits and the shareholders additionally pay taxes on dividends. The form of state management is implemented in state or local owned enterprises. The state is fully responsible for the activities of these enterprises.

5. ***The principle of personnel selection and placement.*** In the conditions of the market economy, the principle of personnel selection and placement has become important. Market relations impose strict requirements on management personnel, their business qualities determine the issues facing production.
6. ***The principle of independence and freedom of agents.*** The activity of agents in the market should be carried out together with economic responsibility.
7. ***The principle of personal initiative.*** In the market, businessmen, factors, acting for personal profit, entrepreneurs should operate.
8. ***The principle of responsibility and risk.*** The entrepreneur should be responsible for his activities, taking certain risks into account, that is, the entrepreneur should have his own rights and obligations.

Thus, the principles of management can be expressed as the basic ideas, laws and rules of conduct of management for the implementation of management functions.

Management science is based on a system of basic rules and principles. Principles play an important role in the management methodology, because they apply the main laws of objective world development, social, economic, organizational and management laws, and unite them.

Management principles are derived from management laws. Principles differ from laws in their epistemological (theory of knowledge, doctrine of scientific knowledge) origin. Law reflects stable, recurring connections and relationships that occur in natural and social phenomena. a principle is an optimal rule, a norm, which is formed by people and is subjective. Hence, two or more principles may correspond to one law, and on the contrary, several laws may be implemented on the basis of one principle. Principles and laws, in fact, reflect the same part of reality, but they reflect it in different forms: the law - in the form of an image (positive knowledge), the principle - in the form of a certain requirement (regulatory norm). Therefore, the laws and principles of management are interdependent. It can be observed below.

The main laws of management are:

- 1) Unity and integrity of the management system;
- 2) The necessary diversity of the management system;
- 3) Interdependence of management and managed systems;
- 4) Proportionality of production and management;
- 5) Participation of the team in management;
- 6) Dependence of the effectiveness of solving management problems on the volume of information use;
- 7) Compliance with the required and available time in solving control issues;
- 8) Saving intellectual energy, transition from administrative methods of management to organizational methods.

Management principles are very diverse, for example, according to G. Emerson, these are the following rules:

- 1) The existence of clearly defined goals or ideals as the main condition for effective work;
- 2) Systematization in any work in a general sense ;
- 3) Ability to receive qualified advice;
- 4) Using a strict discipline and reward system based on standard written instructions;
- 5) Fair treatment of employees through the system of remuneration and career growth;
- 6) Existence of a reasonable system of remuneration for increasing labor productivity;
- 7) Regulation of production (dispatching);
- 8) Normalization of operations based on planning and description of work, reasonable methods of their implementation;

Learning and mastering these laws is a necessary condition for improving the management of state and private production, improving the economic infrastructure, and improving the national economy of the country.

One of the main and most complex subjects of management - the behavior of a person is also based on certain principles, internal beliefs, moral and ethical standards that determine his attitude to reality. Management principles are objective, i.e. does not depend on the will and desires of individuals, although any truth is known through the most complex system of subjective-object relations, and this is the main difficulty in managing society and the individual. These principles cannot be considered as absolute truth, but only as a tool that allows to lift the veil of the extremely complex world of the individual and the team, and only tells the leader how to rationally influence the controlled system. the reaction is probably to be expected in the act of control.

The principles of management of production, society and the individual are based on the dialectical law of development, which summarizes the experience of human civilization. With the change of socio-political formations, the continuous development of all events in the world, the methods, forms, methods and principles of management are also changing and improving. The change of the political and economic situation in the country, the transition to a new stage of knowledge fills theory and practice with new content, the accepted system of categories cannot be used forever. Time changes the language of science and terminology, and it is not surprising that any management principle is called in a unique way in different countries, in different national management schools, without changing its essence.

Management principles are universal, i.e. used to influence the individual and optimal management of any society - formal (industrial, service, civil, public) or informal (family, friendly, domestic). It is

difficult to say where the role of these principles is particularly relevant and important, but there is no doubt that the social objects of management are the most complex and responsible. Although the natural basis of a person is his genetic, biological characteristics (about 15% of a person is formed depending on heredity factors and 85% - from the environment), nevertheless, the decisive factors are his social characteristics: views, needs, abilities, interests, spirituality.-moral beliefs, etc. the social structure of a person is formed in the field of production, social activity, as well as in the field of family and life. The Ministry of Innovative Development was created, the main the directions of which are: the introduction of innovations in state and public construction; in the sector of the economy; Agriculture; social development; system of environmental protection and nature management; initiation, coordination and stimulation introduction of advanced technologies.¹⁵

A particularly complex object of management is the team, i.e. a group of people united on the basis of common tasks, joint actions, constant communication. The intellectual, cultural and moral potential of team members is so different that it is difficult to predict the reaction of each person to the control action. How to maintain friendly relations, establish and maintain mutual understanding with your colleague, how to influence the team to perform tasks without conflicts and stress? The principles of management as the most complex basis of the art of professional specialists - the art of management does not claim to be a cure for all cases, but in any case they do not leave a person without reasonable, well-thought-out recommendations.

Personnel management requires not only a "technocratic" administrative approach (the concept of "economic man"), but also a socio-ethical approach that takes into account the socio-human factor, which is one of the first places in Japanese.

Here, for example, the philosophical principles of Japanese company management can be cited:

- ✓ Set the main goal for the workers that is understandable to everyone;
- ✓ Paternalism - teaching employees to firmly feel that they are members of the same family;
- ✓ Continuous employment of employees;
- ✓ To respect adults in terms of age and position, to obey them unconditionally;
- ✓ Lack of benefits for certain categories of employees: uniform jackets, common kitchens, lack of separate offices for managers;
- ✓ Create an environment of freedom of discussion, encourage enthusiasts and talented people, respect and encourage everyone's ability.

Conclusion

In conclusion, it should be said that the principles of management determine the rules of formation of the managed system: its structures, methods of influence on the team, form the motivation of the behavior of its members, take into account the characteristics of management work technology and technical equipment. The art of management cannot rely only on intuition, the talent of the leader. This art is based on a solid theoretical foundation, governing principles and laws accumulated over thousands of years of human civilization. Management principles should not be specific, but should define deeper, basic principles and at the same time serve as a guide for practical actions. Management principles are implemented through human consciousness, intelligence, will (affectiveness) and purposefulness. It is important to provide such working conditions for the maximum use of these human qualities.

Literature

1. Usmonjon o'g, A. U. B., & Nodirjonovich, S. S. (2021). THE ECONOMIC MECHANISMS AND IMPLEMENTATION OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP. *Academicia Globe: Inderscience Research*, 2(05), 427-431.

¹⁵ Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in *Library*, 21(1), 14–17.

2. Baxodir o'g, G. I. F., & Abdullo o'g'li, M. I. (2022). SOCIO-PSYCHOLOGICAL CHARACTERISTICS OF PERSONALITY EMOTION. Vital Annex: International Journal of Novel Research in Advanced Sciences, 1(3), 1-12.
3. Usmonjon o'g, A. U. B., & Obidjon o'g'li, A. O. (2023). Content, Positive and Negative Characteristics of the Digital Economy. INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY, 2(5), 230-235.
4. Said o'g'li, S. S., & Abdurasul o'g'li, R. S. (2022). Psychological View of the Military Community. Pioneer: Journal of Advanced Research and Scientific Progress, 1(2), 5-12.
5. Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in Library, 20(3), 21-27.
6. Dilmurod o'g'li, Q. B., & Usmon o'g'li, M. R. (2022). Conflict and Stress Management. Nexus: Journal of Advances Studies of Engineering Science, 1(3), 10-15.
7. Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in Library, 20(4), 231-235.
8. Furqat o'g'li, M. T. (2022). THE MECHANISM OF PSYCHOLOGICAL PROTECTION IN A PERSON. Vital Annex: International Journal of Novel Research in Advanced Sciences, 1(3), 13-19.
9. Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in Library, 21(4), 86-101.
10. Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. Pioneer: Journal of Advanced Research and Scientific Progress, 1(2), 13-22.
11. Абдуллаева, М. (2022). Introduction of digital technologies into educational processes: theory and practice. in Library, 22(1), 133-141.
12. Olimjon o'g'li, O. O., & Shuxrat o'g'li, Z. I. (2022). The Main Features and Signs of "Relations Contrary to the Charter"(On the Example of Russian Experience). Web of Scholars: Multidimensional Research Journal, 1(5), 17-21.
13. Абдуллаева, М. (2020). Инновационная экономика Республики Узбекистан: достижения, проблемы. in Library, 20(1), 12-15.4.
14. Ravshanjon o'g, J. R. M., & Rustam o'g'li, S. U. (2022). Socio-Psychological Reasons for the Origin of "Relations Contrary to the Charter". Web of Scholars: Multidimensional Research Journal, 1(5), 22-28.
15. Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in Library, 21(1), 14-17.
16. Oyniso, A. (2023). Scientific Interpretation of the Problem of Negotiation in the Works of Eastern Scientists. World of Science: Journal on Modern Research Methodologies, 2(3), 138-148.
17. Oyniso, A. (2023). The Views of Eastern Scholars Regarding Entering Into Negotiations. Web of Scholars: Multidimensional Research Journal, 2(5), 151-156.
18. www.library.ru