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Provision of Information to Management

¹ Azamjonov Ulug‘bek Usmonjon
o‘g‘li

² To‘xtasinov Nurillo Raxmatullo
o‘g‘li

³ Hasanov Pirimbek Hakimovich

⁴ Fayzullayev Javohir Jahongir o‘g‘li

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Abstract: this article covers the concept of management information and its organization. From this except information systems and their components around studied. That's it with information in joint m management and communication analysis done.

Key words: information, communication, information, message, managed object, governing body, external and internal information, perspective information, historical information, directive information, communication, communication process.

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

² Cadet of Public Safety University of the Republic of Uzbekistan

³ Cadet of Public Safety University of the Republic of Uzbekistan

⁴ Cadet of Public Safety University of the Republic of Uzbekistan

In today's era of development, information has become the most powerful weapon. He who has the most information wins. In recent years, information has become the main means of changes in the domestic and foreign policy of countries. Therefore, information is also important in managing the activities of organizations.

Information is information and messages that are full of balls, have elements of novelty in content, and are information that is very necessary for solving management tasks. It is impossible to manage without reliable and necessary information. Information is the mainstay of management. We consider it expedient

to make a comparative analysis of these categories in terms of both the content and the theoretical basis in terms of research goals and objectives.¹

Providing management with information is defined as the processes that are carried out by providing the necessary information to the right place at the right time based on the established procedures. Any organization has data, information and knowledge stored in material media and preserved in the minds and knowledge of employees. The first part is formalized, and the second is related to informal information resources of the organization.²

Part of the formalized information is formalized in the form of documents (plans, applications, orders, reports, etc.); or has an undocumented appearance (sound data, computer programs, photographs, film, video data, etc.) (Table 1).

Table 1 Information resources of the organization

Formalized information and knowledge		Not formalized information
Documented information – in the process of performing various other ru v functions applied correlation is a set of documents	Undocumented information	Knowledge, skills, tasa vv urs, employees

In the broadest sense, a document in any form - text, writing, image or having the necessary requisites that allow to identify them, their³ is a rich material tool with information stored in the form of a combination. They should be designed for public use and storage at any time and place. In management practice, the document is very not a broad concept.

A document is an information message in paper or electronic form, which is formalized in accordance with certain rules and approved in a prescribed manner, and is used for management⁴.

An organization in a voluntary direction is characterized by a set of information indicators about its work during its activity. Any indicator has an economic meaning (for example, sales volume), has its own name and numerical characteristics (how much was sold, when). Based on the indicators, documents are created that may contain one or more indicators. Document circulation occurs as a result of moving documents and working with them in the organization. Document circulation – it is a system of creating, interpreting, submitting, receiving and archiving documents, as well as monitoring their execution and protection against unauthorized access (the procedure for creating and using documents for management). A process refers to a sequence of actions related to documents. Manager appropriate procedure – also uses undocumented data to define rules. 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.⁵

When providing information to management, documents are divided into different categories:

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.

² D. Yusupov, ZKKusharov. Management theory. Study guide. - T.: "IMPRESS MEDIA", 2019. p. 154-165.

³ Identification - determining the identity of an unknown object based on the randomness of signs; to recognize Source : <https://ru.wikipedia.org/wiki/>.

⁴ A. M. Lyalina Theory of management: Uchebnik dlya vuzov. Standard 3rd generation. - S Pb.: Peter, 2009. - 212 p. "Textbook for Vuzov".

⁵ 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.

1. By name:

- letters;
- instructions ;
- telegram, phonegram;
- applications;
- orders, orders, decisions, instructions, tasks , reports;
- notes, acts, receipts;
- characteristics;
- references;
- certificates and others;

2. By type of material means:

- paper (written, graphic, etc.);
- in the form of electronic documents.

A certain type of human activity belongs to a certain document system (in the process of information support development, certain document sets-document systems are gradually developed).

There are the following types of document systems:

- management documentation system,
- document submission system,
- documentation system for the main activity, etc.

The types and purposes of the created documents are very different in the organization, first of all, they are intended for the implementation of external relations, and secondly, they are used in various aspects for its internal activities. 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.⁶

Thus, providing management with information is a process of using undocumented and documented information within the organization's information system, as well as using special technologies to collect, transmit, store, process and present information based on informal knowledge of employees .

The purpose of providing the management with information is to ensure the necessary security in the use of technical tools within the framework of relevant information technologies and to ensure the level of information security.⁷

The normative-methodological basis of information management is the laws, regulatory legal documents and methodological documents regulating the technology of creating documents, their processing, storage and use in the current activities of the organization.

⁶ 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.

⁷ Asaul AH, Pavlov V. I., Beskier F. I., Myshko O. A. Management corporation and corporate management : Humanities , 2006 .

In the current period, it is necessary for a leader to show initiative and efficiency in management work, to work quickly, to notice changes in the situation in time, to be able to calculate with resources, and to make appropriate decisions in each specific situation. For this, the leader must have reliable and meaningful information. Excess, useless information complicates the manager's work, leads to excessive labor and time consumption. There are a number of effective ways to manage conflict situations. They can be divided into the following large group.⁸

Information must be understandable, confusing, incomparable indicators undermine good leadership and timely decision-making.

It is also very important that my information arrives on time and is sent to the contestants on time, i.e. speed. It helps in the smooth running of the management process and therefore production. It is also very important that initial information management is easy to change for different purposes, it can be used at all levels of management, continuous processing of information, and its use without additional processing.

Information that gives the desired result at the time of need is valuable. Late information loses its value.

In order to make a correct assessment of the production situation and make a clear decision, the management body should be fully provided with information, and the amount of information should be appropriate for the purpose. A lack of information or an overabundance of it hinders prompt and accurate management. And, finally, the higher the qualification of management personnel, the higher the value of information and regulation. The better the management bodies are equipped with data-receiving technical means, the less superfluous and useless information will come to the managers. This, in turn, provides savings in information flow.

A prerequisite for the successful operation of the control system is the existence of not only correct communication, but also feedback. Feedback is a universal mechanism for adjusting the behavior of systems at any level. 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.⁹

It is accepted to understand the information coming from the controlled system to the controlling system (from the subordinate to the boss), that is, the information about the results of the given order and the product.

The importance of feedback increases especially in conditions of complex, multi-faceted and diverse relationships within the elements of the management system. If the control system, after issuing an order or command (task), is not provided with timely information about how this command or command is being carried out, the control process will be disrupted and the control system will completely fail.

Organization of information supply of management

Information allows us to be aware of events and make effective management decisions. But it is necessary to manage information itself, that is, the process of its collection and use, management of collected information resources and provision of information supply. These management tasks are similar for all organizations. At the organizational level, it is necessary to study information needs, plan information, manage information resources and their effective use. 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

⁸ 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.

⁹ 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.

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.¹⁰

The goals and objectives of information provision in management are as follows:

- meeting the information needs of management bodies, providing them with information in the form of documents;
- formation, deployment, filling, support, updating and use of information resources of the organization.

Management of information resources and provision of management activities with information means solving the following tasks:

- assessment of information needs at each level and within each function of management (providing information support for management, production and other activities), identification of information consumers, information content, periodicity of its circulation, forms of information presentation (information in the form of diagrams, graphics, texts, tables will be convenient for managers) to determine;
- identifying information sources, ensuring access to information from internal and external sources;
- unification and organization of processes and means of information collection, filtering, registration, processing, storage, updating, transmission and their use, distribution of these tasks among departments;
- formation of a set of technical tools for organizing information flow, ensuring the relevance of information, organizing information flows (information-telecommunication systems, dispatching and monitoring systems, development and creation of new ICTs and the gradual formation of a single information space of the organization), various - providing information management in district (multi-platform) complexes;
- creation of information management systems, organization of storage of information sets, provision of multiple use of information;
- formation of a single document system, development of document circulation and technological processes of document formation, creation of documents, formalization, registration, confirmation and approval procedures, rationalization of the number of indicators and volume of information flows (number of documents and volume of document circulation)¹¹ to do; 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

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 "Rationalization" (lat. rationalis - reasonable, lat. ratio - mind) is a psychological defense mechanism that uses only a part of the received information in the process of thinking and only acts contrary to well-controlled and objective conditions. conclusions are drawn, Source: <https://ru.wikipedia.org/>

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.¹²

- formation of the information and communication system and its use;
- organization of information use for systems and managers, assessment of trends, development of forecasts, evaluation of alternatives of decisions and actions, development of strategy.

Any organization exists in the external environment organized by the state with other organizations, people, public associations and technological, social, economic, legal and other relations. The same organization creates its internal environment. Internal environment is the structural divisions of the enterprise and there Working people and the technological, social, economic and other relations between them are formed by balls.

Internal information sources represent units within the organization. They produce planned control, calculation, scientific and technical, analytical and other data.

This information is transferred from one place to another and used in daily activities:

- transaction systems designed for quick work ;¹³
- internal electronic document systems;
- electronic storage of information and documents;
- transportation of paper document circulation and paper documents;

Internal environmental information - usually accurate, complete, reflecting the financial and economic situation. Processing of internal environment data is carried out using standard formalized sequences. Examples of internal information: people, products, costs, complaints, services, technological processes, product areas, sales methods and sales techniques, delivery, distribution channels.

External environment information - reflects the economic and political subjects operating outside the enterprise and relations with them. They are the economic, social, technological, political and other relations of the enterprise with customers, suppliers, intermediaries, trade union competitors, government bodies and others.

External sources of information can be :

-legislative and regulatory bodies (laws of tax authorities,

decisions, messages, etc.); 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.¹⁴

- customers and partners of the enterprise (technological and scientific-technical information, including information about scientific knowledge, inventions, technologies, suppliers, consumers, partners, consulting firms, banks, etc.);
- news agencies (general information about the state of the economy and information-analytical materials, specialized magazines, newspapers, Internet specialized economic data in resources); -

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.

¹³The term "transaction" comes from the Latin language and literally means "exchange" or "doing", Source: <https://wikifin.ru/tranzaktsiya-chto-eto-takoe-prostvimi-slovami/>

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.

competitors (information about prices, activities, etc.); - statistical accounting bodies (statistical research data).

Information received from the external environment is often approximate, inaccurate, incomplete, contradictory, and probabilistic. In this case, it requires non-standard processing procedures.

Examples of external information: market, competitors, changes in the country's business environment and the state of international markets, buyers, demand, commodity prices, customer and competitor requirements, changes in legislation, rapid economic news, currency, stock, bill, credit markets, analytical data, etc.

The use of various internal and external sources is usually not constant. **As part of the provision of information, it is possible to enter and transmit information, that is, it is transmitted through the following networks:**

- global scales;
- corporate and local computer networks;
- paper document transmission systems.

The main requirements and features of information storage are as follows:

- integrity;
- direction of objective information;
- historical, integration;
- time does not change;

Satisfying informational needs is based on information processing and analysis. **These actions are carried out in a planned manner and within the framework of information requests:**

- simple and complex (multilateral) requests;
- formalized and informal, unmodified requests.

Formalized queries are characterized by the predetermination of the original and output data, as well as the precision of the algorithm first learned. Choosing such procedures for information processing allows for their formalization and future automation.

The question arises whether only the information technologies used in the organization can provide the infrastructure for this. If formalized actions are automated, then processing informal random requests is much easier.

The following actions are taken with the information:

- conversion, presentation in the required form;
- interpretation of information as a set of business objects (customers, contracts, etc.);
- analytical work, analysis of unordered and weakly ordered information;
- forecasting; 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.¹⁵

¹⁵ 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.

- modeling (information, financial, mathematical and heuristic models, modeling of situations and processes, adaptive models of business);
- help to make a decision.

As a result of information processing, documents and reports with undocumented information are prepared and presented to management bodies.

The main requirements for this stage of working with information:

- it is necessary to understand that success depends not only on the content, but also on the form of information presentation;
- it is necessary to formulate the correct requirements for the user interface when organizing information provision;
- presentation tables should be used.

Providing management with information is one of the most important tasks for any organization. In addition, in modern conditions, the information supply system for many enterprises solves the tasks of organizing the technological process and has a production feature.

In the current period, managing the activities of various departments of the national economy, and first of all, making appropriate management decisions, depends on various information. The variety of information is determined by the diversity of the activities of each management object and the diversity of management areas. These are ultimately related to the large scale, high complexity and high rate of continuation of production processes. 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.¹⁶

Due to the wide variety of management information, it is very difficult to select the necessary and sufficient information for the development of these management decisions. Dividing all information into types and groups based on their characteristics, that is, classification or classification, helps to eliminate or somewhat alleviate this difficulty to some extent.

Management techniques are mental work techniques, information processing techniques in the management system. The more technical tools are improved, the more effective the management technology, the organization of management work and the entire management process will be.

it is necessary to perform 10 elementary arithmetic operations during the year for the optimal management of the country's economy, while the employees of the management apparatus have the ability to perform 10 operations, i.e. 10 thousand times less. To successfully solve this problem, improve management work, collect information, it is necessary to mechanize and automate work. It is wrong to associate management techniques only with computing machines. The first technical tools, from the pen, drawing machine, EHM and computer, which appeared 100 years ago, can be divided into the following two groups: office equipment and computing machines. 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

¹⁶ Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in Library, 20(3), 21-27.

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.¹⁷

Simple weapons and equipment can be divided into groups according to the stages of information processing. First of all, these are writing tools (pencil, pen, brush, stencil), image tools (graphics, diagrams, control and monitoring windows, route schemes), document storage tools (shelf, envelope, card file, etc.), means of receiving and strengthening information (scales, clocks, calculators, measuring instruments, duplicating machines), means of communication (telephone, AS, leader and dispatcher switchboard, radio communication, radiophone, signal equipment, voting equipment), information transmitters (sound, light, card, glass, metal), information transmitters used in management machines (information carriers , paper). **The information system can be of two types : simple and complex .**

Simple system. Information is brought from the place of origin to the place of consumption. Such information may come by telephone or by means of signals. This type of information system corresponds to the lower management stage. An example of this is the information given to the master from the workplace. Such information is hardly processed.

Complex system. This is due to the complexity of the system development and management structure. Here comes the initial information. Computing techniques are widely used in processing.

Different types of mechanization and automation of the complex information system include:

- *The period of complete assimilation of information.* In this case, the information is completely processed using simple mechanisms .
- *Mixed information system.* In this case, changes are achieved with the help of mechanized and automated devices. This system provides automated control, sometimes a simple management process over the production activities of the enterprise. 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.¹⁸
- *Information system.* It is limited to providing some information for visual inspection.
- *Monitoring information system.* This system provides automated control and management. The next two systems are mainly used to process information about technological processes.

Information system is a complex system that includes various documents, information flow, communication channels, technical tools and automatic control systems. The entire information system must work accurately and continuously.

Information system is a complex information set that includes documents, information flows, communication channels and technical means of the management object. The collection of information on some part of the management object constitutes a small system. Establishing an acceptable information system is one of the important conditions for designing this or that organizational system of management and its effective operation.

Each leader's style is largely determined by his personal way of obtaining and using the necessary and sufficient information for decision-making.

¹⁷ Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in Library, 20(4), 231-235.

¹⁸ Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in Library, 21(4), 86-101.

Production management is a creative process, a kind of art. SHE IS manifests itself in various ways of working. These methods give the leader the opportunity to determine the opinion of business people in this field through various channels and use these positive opinions in the management process.

He should also have certain qualities to convey his ideas to everyone's mind.

The leader should be able to listen to the interlocutor in such a way that as a result of the conversation he should receive the most useful information about the work. This can be achieved only when management is attentive to the thoughts, words, suggestions and criticisms of subordinates.

A subordinate performs a specific job directly and knows this job better than others.

Therefore, when talking to subordinates, the leader should aim to get information that is especially valuable for him. For this, it is necessary to create conditions for open communication. There should be no strangers, restrictions on phone calls, etc. are required.

Complex information systems are divided into types according to the degree of mechanization and automation of information processing. The first group includes information systems processed manually or using the simplest mechanisms. The second group includes information systems in which mechanization is widely used in the collection, reception and processing of information. The third group includes information systems used to process and collect data using automation elements along with a systematic mechanization tool.

The automated information system of the cycle of receiving, transmitting and processing information constitutes the fourth group.

Control systems used in information processing are called automated control system (ABT). ABT performs the following tasks:

- receiving information;
- information processing;
- collection and storage of information;
- providing information to the management organization;
- transmission of orders to executors.

The process of designing an advanced information system should be based on the implementation of the following tasks:

- analysis of the existing information system in the enterprise, study of the main directions of information;
- development of the economic model of the information system;
- determining the size and content of necessary information;
- identification of technical means for information gathering and processing;
- creation of information processing technology;
- determining the periodicity of information generation and use;
- creation of a password system for information used in the enterprise;
- design of standard information to facilitate automation and mechanization of information transfer and processing;
- arrangement and formalization of all materials received during the design process.

Production in market conditions requires complex organization of information systems based on a systematic approach to their development and design. An integrated data processing system meets these requirements. It can be designed on the basis of various levels of modern computers, human-machine system. 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.¹⁹

The term information is a Latin word that means awareness, to have knowledge of an event or a person's activity. Information is a collection of information necessary to actively influence the management system for the purpose of its development and improvement. Y cannot be managed without sufficient and accurate information.

Production information is a method of communication between the controller and controlled systems. The controlling system receives information about the state of production and its economic activity from the controlled system. The management system evaluates the activity of the managed system based on the received information, issues instructions and orders for further improvement of management and sends them to the managed system for execution.

Information is a separate link in the management system. It has a number of unique features, which depend on covering all links and tasks of information management.

Information is both a starting point and a result of the activity of the management apparatus, as well as a condition for the existence of actions, a method of strengthening. As the volume of information increases, the demand for quality indicators of management information also increases.

The management process consists of collecting, transmitting and processing information for the purpose of making management decisions, providing information in the form of management orders and delivering it to executives .

The following types of information can be counted : statistical, operational, economic, accounting, financial, management, personnel, technological, construction, marketing, social, and others.

in the management of production , because it reflects the relations of people in the process of production, distribution, exchange and consumption of material resources. At the same time, it is necessary to emphasize the importance of scientific and technical information reflecting the development of production on the basis of scientific and technical progress.

Communication is mutual information between people alma sh uvidir. All management activities require effective exchange of information. Good communication ensures business success. Surveys show that 73 percent of American, 85 percent of Japanese, and 63 percent of British leaders believe that communication is the key to achieving a set goal . According to another survey, 250,000 employees of 2,000 different companies believe that information sharing in enterprises is one of the most difficult issues.

In general, every leader spends 50 to 90 percent of his time on communication.²⁰ **Therefore, it can be confirmed that the effectiveness of the manager's activity depends primarily on the effectiveness of communication, that is:**

- the ability to conduct one-on-one conversations with people;

¹⁹ Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in Library, 21(1), 14–17.

²⁰ Meskon M., Albert M, Khedouri F. Basic management Per. English - M.: Delo, 1995, S. 166.

- the ability to speak on the phone;
- ability to write and read official documents;
- participation in meetings depends on education.

Organizational (enterprise) communication is very complicated , a lot is a tiered system, which includes information exchange not only within the organization, but also outside it.

The organization is an object under state control and management, which provides various reports, data, and information to relevant organizations higher than itself (the Ministry of Macroeconomics and Statistics).

External communication is the exchange of information between the organization and the external environment. An example of this is the information coming from the outside, including the information of top management bodies, authorities, ministries, committees, the Cabinet of Ministers, and the President's office.

Internal communication means the exchange of information between departments within the enterprise, which is necessary for conducting the internal activities of the enterprise. Here, management links (vertical communication) and interdepartmental (horizontal communication) exchange of information is carried out.

Communication between a leader and a subordinate is the most common form of information exchange in an organization. For example, the live communication of the shop manager or foreman with the team and individual employees is highly valued. In live communication, the leader can not only express his decision, but also influence his subordinates, instill in them the initiative and desire to better implement the decision. Rude shouting, swearing, etc. should not be allowed. The leader's personal reputation largely depends on how he expresses his opinion, how he speaks.

Informal communication includes buzz around the leader, non-service personal communications of the leader, information exchange through informal channels. Such information exchange should be within the boundaries.

Communication process is a process of exchanging information between two or more people. **Four basic elements are involved in this process:**²¹

- information sender;
- information itself (message);
- communication channel, i.e. means of information transmission;
- receiver of information (see diagram 73).

It is only when these four elements work in harmony with each other that information fulfills its function. Each party (sender and receiver) should play an active role in the process of information exchange.

The communication process can be expressed as a set of works performed in the sequence of the following 6 stages .

1. Select information and form an idea. At this stage, he thinks about what task and idea to give to the receiver of information and formulates it.
2. Codification of information and formation of information (message). Here, the sender of information encodes his idea in graphics and drawings, written voice or image.

²¹M. Sharifho ' ja y ev, Yo. Abdullah y ev. Management. Textbook. -T.: " Shooter " . 2001 , pp. 627-632.

3. Choosing a communication channel and transmitting information (message). In addition to coding, the sender of information selects the transmission channel according to the communication. Such channels include: mail, telephone, telefax, e-mail, computer station, etc.
4. Decoding and reception of information. Decoding means transferring the transmitted message, information to the receiver's mind, expressing it in symbols. If one party offers information, and the other party does it without any hindrance, the original essence can be lost by encountering various noises along the way until the information is delivered. Because of this, there is also a feedback loop.
5. Interpretation of information and formation of an answer» At this stage, the transmitter of information and the receiver of information exchange their places. The recipient of information interprets the received information and forms a response.
6. Transmission of the answer. The formed response is sent back to the sender through the selected channel, and thus the communication process ends. Currently, computers serve as the most important means of communication. With their help, information is collected, programs are created, and a data bank is created. Computers are essential not only for production management, but for all aspects of the economy.

It should be noted that some problems may arise in the process of interpersonal information exchange.

Such problems include the following:

- Mental difference in perception;
- Spiritual (semantic) barrier;
- Non-verbal gestures;
- Filtering;
- An excessive increase in the number of contacts;
- Inappropriate organizational structure (content).

It is known that people interpret and accept the same information in different ways due to their different levels of knowledge, life experiences, interests, emotions, and feelings. The relationship between the leader and the subordinate plays an important role here. Where there is mutual trust and mutual understanding, the scope of information will expand, their accuracy will increase, and responsibility will be the same.

A moral (semantic) barrier is manifested in the fact that the signs (symbols) used in encoding the transmitted information do not match the tastes of the receivers of the information (from the point of view of their positions, positions, mentality, national traditions).

In addition to symbols, when exchanging information non-verbally, i.e., not verbally or in words, but gestures, such as facial expressions, facial expressions, voice changes, etc. It can cause the essence of z to be conveyed in a radically changed manner. According to psychologists, up to 90 percent of the information conveyed by words is received non-verbally, not verbally.

Filtering - in the process of information reaching the consumer quickly, in order to condense it, to clean it from unpleasant "data", information is simplified, processed, Tern shly jams are released. In addition, lower level managers do not send information that they do not want, but higher level managers do not need to know. In this way information is filtered.

An excessive increase in communication capitals also has a negative impact on the communication process. Such a problem occurs as a result of a lack of information processing and transmission tools or their imperfection.

Inappropriate organizational structure is also one of the factors causing problems in the communication process. The more management links there are, the more functions, tasks and powers overlap each other, the slower the information gets to the destination. As a result, during this period, "corrections" acceptable to each joint are introduced. In this process, the conflicts that occur in departments and links create serious obstacles to the exchange of information and decision-making.

The transmission and reception of information largely depends on the level of effective listening skills. American scientist Professor Keith Davis gives 10 rules of effective listening. Don't take turns - read the rules one at a time and relax for a moment. Visualize a specific person you are talking to face-to-face and rate how well you are following these rules.

Nature has given man two ears but only one tongue. To put it mildly, this saying is more to be heard than spoken. Two ears are needed to hear: one is needed to receive the essence of words, and the other is needed to catch the speaker's feelings.

Those who are unwilling to listen will not be able to get enough information to make informed decisions. If you want to improve your listening skills, try to evaluate yourself after the conversation.

To do this, ask yourself how effectively you did according to the 10 rules outlined in this process. After that, it becomes clear which rules to work on and improve yourself.

Production in market conditions requires complex organization of information systems based on a systematic approach to their development and design. These requirements are met by an integrated data processing system. It can be designed on the basis of various levels of modern computers, man-machine system.

SUMMARY

In conclusion, it should be said that the provision of information to the management means the processes that are carried out by providing the necessary information to the right place at the right time based on the established procedures.

Information is a set of messages and information necessary for management. There is no management without information. Forms of communication between control and controlled systems are production information.

Economic information plays a key role in management. Information systems are complex information structures, which include various documents, information flow, communication channels, technical tools, automated management systems. The management decisions made by the leader and its meaning depends on the information services.

Communication process is the process of exchanging information between two or more people.

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