

DEVELOPMENT OF MANAGEMENT THEORY AND PRACTICE DURING THE REIGN OF AMIRTEMUR IN MOVAROUNAHR

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Abstract

The article describes the development of management theory and practice during the reign of AmirTemur in Movarounahr. In it, the 12 principles of management of A. Temur's era, administration in Temur's era are shown to two offices: dargah and devans (ministries).

Keywords: Amir Temur, management, management theory, principle, analysis, international, experience.

Enter. In the conditions of the current pandemic, as a result of the international integration of national experiences, the wide establishment of international economic relations, the increasing role of transnational and foreign cooperative companies in national economies, the demand for management benchmarking and comparison of management experiences is increasing. This requires the study of the comparison of management theories as research, the further development of different theories based on the results of comparative analysis.

The importance of studying management theories lies in the fact that as a result of the formation of a multi-sector economy in our country, in the first years of our independence, a wide path was opened to small business and private entrepreneurship. Today, these business entities have literally become the backbone of our economy. The current task is to increase their export potential in the conditions of the pandemic, to increase their competitiveness in the conditions of intense domestic and global competition, and to bring them to the level of competitive companies in the world market by attracting foreign investments. For this, we need to study and analyze management theories of different periods and make the most correct decisions in managing enterprises.

Analysis of literature on the topic. The more this issue is covered in the economic literature, the better. However, it is hardly covered in Uzbek. Comparative management approaches R. Lewis classification, G. Studies by Hofstede, F. Trompenaars research aims to shed light on management models in comparative management. One of the important aspects of this textbook is that it presents for the first time the models of R.Tung, G.Kuntz, and O.Child theories of management. At the same time, in this chapter, the institutional approach, which is still insufficiently covered in economic directions, and its main representatives, T. Veblen, J. Commons, U. The theories of Mitchell, Y. Schumpeter, J. Galbraith, R. Coase, D. North, D. Bell, E. Toffler, representatives of French institutionalism, L. Thévenot, L. Boltvansky, O. Favoro, F. Emar-Duverne found.

The great master Amir Temur (1336-1405) is one of the great statesman and skillful generals of the East, who freed Movarounahr from the power of the conquering Mongols for a century and a half and established a powerful centralized state. Valuable information about the formation and administration of

Amir Temur's state is given in "Tuzuklari Temur", "Zafarnama" by Nizamuddin Shami and Sharafuddin Ali Yazdi, "History of Amir Temur" by Ibn Arabshah and other authors.

In the work of Amir Temur, our national statesmanship settled in Central Asia in our past history - the experience of state administration of the kingdoms of the Samonians, Karakhanids, Khorezmshahs, Ghaznavids, and the advanced scientific and philosophical knowledge of our great scholars such as Yusuf Khos Khajib ("Kutadgu Bilig") Nizamilmulk ("Politics") who lived in this land he followed his ideas, the rules of Sharia in the Holy Qur'an and Hadith, and the advice of Khwaja Shamsiddin Kulol, Mir Syed Baraka, Said Mir Kulol and others. He enriched and developed them with his intelligence, knowledge and rich experience.

Research methodology. In the process of research, the method of summation, grouping, induction and deduction, analysis and synthesis and comparison of traditional methods of economic analysis was used.

Analysis and results. Amir Temur widely used the advice of the Congress, the State Council and the Military Council, which consisted of representatives of all classes, in managing the state.

The most important issues related to the country's domestic and foreign policy, military campaign, development, appointment of state leaders, foreign trade and diplomatic relations were discussed in the supreme councils of the state and state councils. It is noted in "Temur Tuzuklar" that he ruled "nine parts of the state by means of the council and the remaining part by the sword." "I did what a hundred thousand horse soldiers could not do with the help of a single council," it is stated in the regulations. Amir Temur "Tuzuklar" talks about more than thirty councils and the issues discussed in them. Separate rules and regulations have been developed for each branch of the state administration apparatus. Specific seats for each representative invited to the State Council are fixed in advance. For example, at the head of the council, Amir Temur personally killed, he also served as the chairman, in the second row in the form of an arc, his close relatives in official positions, on the right side of the throne, Sayyid, Qazi, Sheikh, Ulama and Fuzalo, and on the left side Amirul Umaro, Beklarbegi, ulus, district and army chiefs, thousand and one centurions, and right-hand chiefs are located. Devonbegi and ministers were in front of the throne and those who were behind the throne. In the service of the palace, there were also positions such as arzbegi, tovachi, khajib, jibachi, qushbegi, treasurer, bakuvulbashi, secretary, munshi, bitikchi.

While improving the legal foundations of state administration, Amir Temur effectively used the management style of his predecessors and governed the state based on the following 12 principles:

1. Followed the Sharia rules of Islam.
2. Bomaslahat worked with representatives of different classes and nationalities in the country.
3. Worked with entrepreneurship, activity and alertness in management.
4. Achieved the rule of law in management.
5. Amir, Bek, according to the service of the soldiers, he encouraged them and increased their ranks.
6. The scientist - respected the scholars.
7. Followed the rules of justice and honesty.
8. He conscientiously approached every job, finished the work he started.
9. He was always aware of the condition of the common people and showed concern for them.
10. He showed respect, friendship and kindness to people from different nationalities who entered his shelter. He forgave the sins of those who confessed their mistakes.
11. He treated his relatives and friends well, respected them.
12. Worked in agreement with friends and enemies, followed the rule of compromise.

Amir Temur paid special attention to the 4 basic requirements for the appointment of state officials and officials:

1. The most important thing is that the official took into account the pedigree of the person, in which family he was brought up.
2. He paid attention to his intelligence and honesty.
3. He paid attention to his good relations with the raiyats and sipahis and his awareness of their condition.
4. He took into account their patience, bravery, courage, justice and humanity.

During the reign of Amir Temur, administration was divided into two offices: dargahs and devans (ministries).

Dargah is the highest state office. Its head is naturally the supreme ruler of the state. At the head of the dargah was Amir Temur. Issues of national and state importance were decided on the basis of his judgment and instructions. At the same time, it is known that special meetings are held in Dargohtsa from time to time. In such meetings, issues such as state and country offices, reaction to the changes taking place, and important positions and assignments were considered. Such events were held in a very narrow circle, and matters of state importance were kept to the extreme. For example, the special secretary recorded the minutes of the meeting in a special notebook. It seems that at the next meeting, based on this statement, the decisions taken earlier and the results of various measures were checked.

Amir Temur's way of managing the dargah activities, making effective use of people, gathering them around him, and organizing big and small events can be clearly seen from the statements in "Tuzuklar". For example, Sahibqiran wrote: "I realized that nine percent of the affairs of the kingdom are done by councils, events, and consultations, and the remaining part is done by the sword." (Sages) who say that with the right action one can open the gates of any country where the sword of a large army is weak, and defeat a vast army. In my experience, one determined, enterprising, alert, battle-hardened, brave, and courageous person is better than a thousand careless, careless people. Because one experienced person commands thousands of people. And from my experience, even though the outcome of the case is hidden behind the curtain of fate, a sane and alert person should rely on deliberation, action and council.

The first - is the minister of the country and raiyyat. He was responsible for the important affairs of the country, daily dealings, the state of the people, the harvest in the regions, taxes, their distribution, income and expenditure, improvement works, the well-being of the population, and the state of the treasury.

The second - is the military minister. He deals with issues such as the salary of the military, the administration of land and water granted to them for their special services (that is, in the sense of control and recording), the supply of weapons, the preparation of military inspections, the awarding of pensions to those wounded in battles and unfit for service, and the care of retired soldiers. has been

The third - is the Minister of Property and Tax Affairs. This ministry is responsible for taking control of property lost for various reasons, collecting zakat and taxes from merchants, managing the country's livestock and pastures, keeping the income from all of them, and implementing the procedures of inheritance in ownership (for example, transferring the property of the disappeared and dead to the heirs). performed tasks such as

The fourth - is the minister of finance, who keeps an account of the income and expenditure of all government agencies, and all the expenses spent from the treasury. There is a noteworthy rule in "Timur Laws" concerning the responsibility of the Minister of Finance: "If the Ministers of Finance treacherously embezzled (any funds from the treasury) in financial matters (they should be investigated first). If the money he has appropriated is equal to the amount of his bonus (salary), this money should be given to him instead of a gift. If the embezzled amount is more than twice the salary, the excess should be deducted from the salary. If three times more than his salary is taken, let it all be taken as a tax (to the royal treasury)."

In addition to these four ministries, there is mention of three more ministers in "Tuzuklari Temur", who managed the financial transactions and revenues of various countries within the kingdom. If the territory of the kingdom and the extent of its borders are taken into account, it is reasonable to say that three ministries will be established to organize financial and revenue affairs related to those lands.

The eighth ministry is the Ministry of Justice. When the time comes, it should be noted that at that time justice, that is, the judicial system, was divided into three. The Ministry of Justice dealt directly with citizens or, in the language of the source, secular affairs. The military court (military judge) operated separately. An Islamic judge dealt with Sharia rules. As we can see, the earlier traditions were continued in this area during the time of Amir Temur. The distribution in the judicial system was realized in our country several centuries ago. Everyone was equally responsible before the law and the procedures of that time. For example, the grandson of Amir Temur, Pir Muhammad ibn Umarshaikh, was severely interrogated for his deed, and after his guilt was determined, he was punished accordingly, and the fact that Amir Temur himself issued an order in this regard is reflected in historical sources.

Conclusions and suggestions. In order to improve public administration, Amir Temur divided the country's population into 12 social categories, and developed a state policy for them.

It was noted that Amir Temur wrote in his "Tuzuklari" that "I have tried in my experience that a state that is not fortified by religion and nation, and is not prioritized by way and system, will not have order and stability, and it is like a naked man."

Based on the above conclusions, the following suggestions were made: In the current pandemic, it is necessary for business leaders to study the management theories of different eras, especially the development of management theory and practice during the reign of Amir Temur, and to make the most correct decisions using management theories of different times, especially when some of the most developed companies in the world are in crisis. we can see that the importance is increasing even more during the pandemic.