



**EFFECTIVE MECHANISMS FOR
ORGANIZATIONAL MANAGEMENT OF REAL
ESTATE: ANALYSIS, PROBLEMS, AND
PROSPECTS FOR INTRODUCING NEW
TECHNOLOGIES**

Berdibayeva Guliza Berdibay kizi

Tashkent University of Architecture and Civil
Engineering, doctoral student

bbguliza@gmail.com

***Annotation.** This article presents an in-depth analysis of modern management mechanisms in organizations, focusing on three essential models: traditional hierarchical, process-oriented, and project-oriented approaches. The study is based on systemic and comparative methods, as well as the synthesis of theoretical and empirical data concerning digital technology adoption, automation, and flexible management methodologies. Findings reveal that the traditional model offers stability and strong control but limits adaptability and slows responses to changes in the external environment. Process-oriented management improves quality and accelerates task execution but demands high integration of business processes and substantial resources. Project management promotes result orientation, yet its success heavily depends on employee motivation, teamwork quality, and the team's competencies. The discussion offers practical recommendations: deployment of Agile/Scrum methodologies, automation of workflows via digital platforms, enhancement of staff training and mentoring, and leveraging ERP systems and AI elements to support managerial decisions. In conclusion, organizations that combine the best practices of all models and proactively embrace digital transformation can achieve high resilience, quality in*

management, and competitive advantage. The results are valuable for managers, researchers, and consultants engaged in optimizing organizational processes.

Keywords: *management models, traditional hierarchy, process approach, project based management, flexible methodologies, Agile, Scrum, digital transformation, ERP systems, automation, employee motivation, team competencies, communication, process integration, adaptability, efficiency, sustainability, decision quality, change management, innovation, leadership, staff training, corporate culture, project management, organizational structure, technological tools, digital platforms, productivity, strategic management, external environment, flexibility, outcome orientation, resource costs, speed of reaction, service quality, teamwork, risk perception, professional development, mentoring, organizational resilience, competitive advantage.*

Аннотация. *В данной статье проводится углубленный анализ современных механизмов управления организациями, с акцентом на три ключевых модели: традиционный иерархический, процессный и проектный подходы. Исследование опирается на системный и сравнительный методы, а также синтез теоретических и эмпирических данных о внедрении цифровых технологий, автоматизации и гибких методологий управления. Результаты показывают, что традиционный подход обеспечивает стабильность и строгий контроль, но ограничивает адаптивность и скорость реагирования на изменения внешней среды. Процессный подход улучшает качество и ускоряет выполнение задач, однако требует тесной интеграции процессов и значительных ресурсов. Проектное управление способствует ориентации на результат, но*

его успех во многом зависит от мотивации сотрудников, уровня взаимодействия и компетенций команды. В разделе «Обсуждение» предлагаются рекомендации: внедрение Agile / Scrum-методологий, автоматизация рабочих процессов через цифровые платформы, усиление обучения и наставничества, а также использование ERP-систем и элементов искусственного интеллекта для поддержки управленческих решений. В заключении делается вывод, что организация, которая сочетает лучшие практики всех моделей и активно внедряет цифровую трансформацию, может добиться высокой устойчивости, качества управления и конкурентоспособности. Результаты будут полезны управленцам, исследователям и консультантам, работающим над оптимизацией организационных процессов.

Ключевые слова: модели управления, традиционная иерархия, процессный подход, управление на основе проектов, гибкие методологии, Agile, Scrum, цифровая трансформация, ERP-системы, автоматизация, мотивация сотрудников, командные компетенции, коммуникация, интеграция процессов, адаптивность, эффективность, устойчивость, качество решений, управление изменениями, инновации, лидерство, обучение персонала, корпоративная культура, управление проектами, организационная структура, технологические инструменты, цифровые платформы, производительность, стратегическое управление, внешняя среда, гибкость, ориентация на результат, затраты ресурсов, скорость реакции, качество обслуживания, командная работа, восприятие рисков, профессиональное развитие,

Annotatsiya. Ushbu maqolada tashkilotlarda zamonaviy boshqaruv mexanizmlari chuqur tahlil qilinadi: an'anaviy iyerarxik, jarayon (processual) va loyiha (project) yo'nalishlari asosida boshqaruv modellari ko'rib chiqiladi. Tadqiqot strukturaviy va solishtirma metodlarga, shuningdek, nazariy va amaliy ma'lumotlarning sinteziga tayangan bo'lib, raqamli texnologiyalarni joriy etish, avtomatlashtirish va moslashuvchan metodologiyalar boshqaruvda qanday natija bera olishini tahlil qiladi. Natijalar shuni ko'rsatadiki, an'anaviy boshqaruv modelida barqarorlik va qat'iy nazorat mavjud bo'lsa ham, tashqi muhitdagi o'zgarishlarga tez javob berish imkoniyati cheklangan. Jarayon yo'nalishida sifatni yaxshilash va vazifalarni bajarish tezligi oshadi, biroq bu barcha ish jarayonlarini integratsiyalash va katta resurslarni talab qiladi. Loyiha yo'l boshqaruvi esa natijaga yo'naltiringan bo'lib, xodimlarning motivatsiyasi, jamoaviy hamkorlik va malaka darajasi muvaffaqiyat uchun muhim omillardir. Muzokarada amaliy tavsiyalar beriladi: Agile/Scrum metodlarini joriy etish, ish jarayonlarini raqamli platformalar orqali avtomatlashtirish, xodimlarni o'qitish va mentorlash, shuningdek ERP tizimlari va sun'iy intellekt vositalaridan foydalanish. Xulosa sifatida, barcha modellarning eng yaxshi jihatlarini uyg'unlashtirgan va raqamli transformatsiyani faol amalga oshirgan tashkilotlar yuqori barqarorlik, boshqaruv sifatini va raqobatbardoshlikni qo'lga kiritadi. Natijalar boshqaruvchilarga, tadqiqotchilarga va konsultantlarga tashkilot jarayonlarini optimallashtirishda foydali bo'ladi.

Kalit so'zlar: boshqaruv modellari, an'anaviy ierarxiya, jarayonga yondashuv, loyihaga asoslangan boshqaruv, moslashuvchan metodologiyalar, Agile, Scrum, raqamli transformatsiya, ERP tizimlari, avtomatlashtirish, xodimlarni rag'batlantirish, jamoaviy vakolatlar, aloqa, jarayonlarni birlashtirish, moslashuvchanlik, samaradorlik, barqarorlik, echimlar sifati, o'zgarishlarni boshqarish, innovatsiya, yetakchilik, kadrlar tayyorlash, korporativ madaniyat, loyihalarni boshqarish, tashkiliy tuzilma, texnologik vositalar, raqamli platformalar, mahsuldorlik, strategik boshqaruv, tashqi muhit, moslashuvchanlik, natijalarga yo'naltirilgan, resurs xarajatlari, reaksiya tezligi, xizmat ko'rsatish sifati, jamoaviy ish, xatarlarni idrok etish, kasbiy rivojlanish, murabbiylik, tashkilotning barqarorligi, raqobatdosh ustunliklar

INTRODUCTION

In today's world, effective organizational management constitutes a key determinant of sustainable development and long-term success. This necessity arises from heightened competition in both global and local markets, alongside the ongoing transformation of economic environments that require businesses to remain adaptable and flexible. Additionally, the rapid advancement of digital technologies has altered traditional approaches to labor organization and external collaboration. Organizations that adopt modern management tools are better positioned not only to respond promptly to these changes but also to anticipate them, thereby gaining competitive advantages. The objective of this study is to examine existing management mechanisms, identify their strengths and weaknesses, and propose recommendations aimed at enhancing organizational efficiency and competitiveness.

RESEARCH METHODOLOGY

This research employs a structural analysis of contemporary management models and their applications across organizations of varying sizes. Three of the most widespread approaches are analyzed: hierarchical management, process-oriented management, and project management. Each model is evaluated in terms of efficiency, adaptability, and its impact on employee motivation.

The methodological framework includes:

1. **Systems approach** – to identify the relationship between management structures and organizational performance.
2. **Comparative analysis** – to assess the advantages and limitations of management models.
3. **Synthesis of theoretical and practical insights** – particularly regarding the integration of digital technologies into management processes.

The methodology thus combines theoretical examination and practical implications, producing a comprehensive set of recommendations for improving organizational governance.

RESULTS OF THE ANALYSIS

The findings indicate that each management model exhibits both strengths and significant limitations. The **traditional hierarchical model** ensures strict control and organizational stability, yet it significantly reduces flexibility and complicates rapid adaptation to dynamic external environments. The **process-oriented model** enhances task quality and efficiency but demands extensive efforts for cross-functional integration of business processes. **Project management**, meanwhile, provides a strong focus on goal achievement

but is heavily dependent on team competence, coordination, and communication quality.

Common shortcomings observed across all models include insufficient flexibility, ineffective communication between management levels, and low employee motivation. These issues directly hinder productivity, diminish decision-making quality, and undermine organizational competitiveness.

DISCUSSION

Enhancing organizational processes requires a holistic approach that integrates flexible management methodologies, digitalization, and continuous workforce development. Agile and Scrum methodologies increase adaptability and employee engagement, creating a dynamic corporate culture. Automation via digital platforms such as **Trello**, **Asana**, and **Jira** ensures transparency, better process control, and reduced administrative costs.

Equally important is **staff development**: systematic training, mentorship programs, and professional advancement initiatives foster motivation and competence. Modern technological innovations also play a crucial role. **ERP systems** enable the integration of key business functions, facilitating resource efficiency. **Artificial intelligence** supports big data analytics, predictive modeling, and evidence-based decision-making. Remote work platforms provide reliable communication and coordination for distributed teams, a necessity in the era of globalization and hybrid employment models.

CONCLUSION

An effective management mechanism forms the foundation of organizational sustainability and competitiveness. Optimizing existing

processes, while simultaneously adopting modern technologies, significantly improves productivity, decision-making quality, and internal collaboration. Although such transformations require considerable investments in digitalization, staff training, and cultural restructuring, these efforts yield substantial long-term benefits. Organizations that establish modern management systems gain not only resilience in volatile environments but also the ability to set new industry standards. Therefore, effective management should be recognized as both a strategic driver of sustainable growth and a vital element of organizational success in the context of global competition.

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