



## CONCEPTUAL FOUNDATIONS FOR IMPROVING THE MECHANISM OF A MODERN MANAGEMENT SYSTEM

*Murodov Nodirbek Oybek o'g'li, Muradov Nodirbek Oybek og*

*Toshkent davlat pedagogika universiteti.*

*Ta'lim muassasalari boshqaruvi yo'nalishi 1-kurs magistranti*

*Tashkent State Pedagogical University.*

*Direction of management of educational institutions 1-year magistrant.*

[nodirbekk98@bk.ru](mailto:nodirbekk98@bk.ru)

**Аннотация.** Ушбу мақолада олий таълим муассасаларида бошқарув тизимини шакллантиришнинг назарий асослари, бошқарув тизимини такомиллаштириш жараёнида эътиборга олинishi зарур бўлган хусусиятлар, асосий тенденциялар ва трендлар, соҳада кузатилаётган муаммолар таҳлили натижаларига таянган ҳолда тадқиқ этилган.

**Калит сўзлар:** олий таълим муассасалари, бошқарув, бошқарув тизими, бошқарув тизимининг ташкилий механизми, тенденциялар, трендлар, ташқи муҳит омиллари.

**Abstract.** This article discusses the basics of the formation of management systems in higher education institutions, describes the concepts of management, management systems based on the identification of symptoms that must be taken into account and the perfection of the management system of higher educational institutions should be observed.

**Keywords:** higher education institutions, management, management system, organizational mechanism of management system, trends, tendencies, external environmental factors.

**Аннотация.** В данной статье рассматриваются основы формирования систем управления в высших учебных заведениях, описывается понятия менеджмента, системы управления основанный на выявлении симптомов которые, необходимо принимать во внимание и следует соблюдать совершенство системы управления высшими учебными заведениями.

**Ключевые слова:** высшие учебные заведения, управление, система управления, организационный механизм системы управления, тенденции, тенденции, факторы внешней среды.

### **Introduction**

When developing relevant proposals and recommendations for the development of the management system of higher education institutions, as well as increasing their role and importance in the socio-economic development of the country, it is advisable to take into account the following features:

- firstly, the need to organize the management system of universities on fundamentally new principles is caused by the demand of modernity;

- secondly, the introduction of market mechanisms in the activities due to the transition of most universities as a result of ongoing reforms to a self-financing system. In particular, one of the main tasks of the management system was to ensure a balance between internal and external sources of financing;

- thirdly, the intensification of competition caused by the entry of the top 100 universities, Internet companies and technology companies into the field of education, which is the main activity of higher education institutions, requires a revision of the organizational structure and functional tasks of the university management system;

- fourth, to increase the possibilities of setting admission quotas in accordance with the strategy for the development of higher education, as well as the organization of the educational process. with the granting of academic independence, the range of tasks facing the management system has expanded;
- fifthly, attention has increased to the development of human capital as one of the main factors determining the position of countries in the world, as well as the possibility of a quick and with less losses exit from emergencies of any kind.

The noted features, as well as the designation of the tasks of the systemic development of higher educational institutions and the improvement of management activities in the concept of the development of the higher education system of the Republic of Uzbekistan until 2030 [1] substantiate the relevance of the study of organizational and theoretical aspects of the university management system..

### **Methodology**

The issues of remote formation of the university management system have been reflected in the analytical studies of many reputable international organizations. In particular, the International Association of Universities has developed recommendations on the application of online learning methodologies based on strategies such as blended learning, flipped Classroom, the selection of appropriate platforms and digital tools, as well as the organization of these processes [2]. In a number of studies, it is noted that in addition to technical and regulatory limitations in the remote organization of university activities, there are significant shortcomings in personnel management, evaluation of personnel performance, changes in the remuneration system and management decisions that meet the conditions [3].

Professor N.A.Kasimova in the article "COVID-19 and a new stage in the development of higher education" notes: "a serious problem is to maintain a certain balance in the application of various methods based on the directions and specialties of higher education, the nature of the curriculum and, most importantly, the learning outcomes that must be obtained at the end of any program. The use of new technologies should be considered not as the main goal, but as a means of forming appropriate skills for those who have completed the curriculum in the context of the goals and objectives set" [5].

A.A. Makhmudov's article "some theoretical approaches to financial resources management in higher educational institutions" shows that budgetary

funds occupy the main place in financing higher educational institutions, the amount of funding is determined by the level of social development of the country, the income of the population, gross output of production, strengthening of the material base and finding additional sources of financing, the needs of sectors of the national economy in the personnel of top-level specialists. in accordance with va requirements [7].

Despite the fact that the theoretical and methodological problems of remote formation of the university management system have been reflected in many scientific studies, it remains relevant today.

This scientific article contains the Decree of the President of the Republic of Uzbekistan dated October 8, 2019 “On approval of the Concept of development of the higher education system of the Republic of Uzbekistan until 2030”

Taking into account the tasks set by Resolution PF-5847, as well as the opinions and opinions of scientists in this direction, scientific observations, comparison, grouping, expert assessment, analysis and other methods were used.

Based on the analysis of scientific and practical sources on the essence of the categories of management and management system, it can be noted:

- management is a separate field of activity, the mission of which is to ensure compliance with the goals set by the external environment of the organization and the internal capabilities necessary for their implementation. Such a conclusion is that: a) the goals and objectives set by the external environment are the primary task to be fulfilled; b) the need to transform the mechanisms and means of developing internal capabilities in accordance with the requirements of the external environment; c) the need to form an organizational structure that ensures the implementation of the requirements of the external environment and the success of transformation processes; d) continuous updating of ways to influence the management object in accordance with changes in the external environment; d) the need to introduce new activities to ensure a balance between internal and external sources of financing;

- in accordance with the principles of consistency, any organization is classified as an open system. Such an approach as the most important characteristic of management requires mutual consideration and satisfaction of the requirements of all stakeholders. Consequently, the management system will have to take into account the requirements of the external and internal environment when determining the goals and objectives of the organization, the formation of planning, implementation and control subsystems. Ignoring the requirements for the desired element related to the external or internal environment can lead to a crisis in the organization's activities;

- in the conditions of changing external environment and increasing competition, it is necessary to be able to determine long-term goals for the development of the management and management system, as well as mechanisms and means of their implementation. At the same time, it is important to focus on the

introduction of innovative organizational structures and digital technologies into the management system, the introduction of management quality standards based on the results of scientific research;

- the management and management system should develop an adequate system of motivation of individuals and their associations operating in any link of the organization. The goal of motivation should be aimed at ensuring that individuals and departments fully understand the processes taking place in the organization, the effectiveness of activities and consistency with other elements.

The adoption of the interpretation given to the management system creates the following opportunities:

it is noted that the requirements of the external environment are of decisive importance in the organization of the management system, that any organization is an integral and inseparable part of the global and national socio-economic system. Thanks to this, the organizational structure, mission, goals and objectives of management are clearly defined;

the economic essence of functional strategies, policies and procedures, the main elements of which are the management system, is clarified and systematized;

it is possible to clearly define the purpose and functional tasks of the management system;

a control system is being formed that meets the requirements of the external environment.

It is advisable to consider the features inherent in the university management system. At the same time, the main attention is paid to the following issues:

- analysis of the essence of pedagogical theories that must be taken into account when forming a management system in higher educational institutions;

- Study of global and national trends that directly affect the management system of universities;

- study of the main problems observed in the university management system in conditions of remoteness;

- to clarify the pedagogical essence of the university management system, based on the results of the analysis.

The documents prepared by international organizations, research and analytical centers of various levels do not contain a unified approach to the observed trends in the activities of the university and their nature. Taking this into account, these trends and trends are grouped in terms of the tasks assigned to this article.

The first trend is the globalization of education. This trend is manifested in the unification of knowledge and skills due to the expansion of the activities of the National Education system beyond state borders, the formation of a single global educational ecosystem and the market of educational services.

The second trend is the popularization of higher education. Over the past two years, this trend has sharply intensified due to the digitalization of the educational process. But the popularization of higher education has caused, in particular, such

negative consequences as a decrease in the quality of education and demand for it. Therefore, in the near future, the attractiveness of the principle of “elite education” in universities may increase.

The third trend is the increased level of influence of technological factors in higher education. The widespread use of first information and then digital technologies not only dramatically changed the educational landscape and configuration, but also led to the emergence of fundamentally new structures in education. Education turns from a process of communication between people into a technological process. [10].

Alternatively, we can note the following three main trends that need to be taken into account in the management system of higher education institutions:

1. The increasing importance of higher education institutions in the development of human capital, which is the main factor of economic growth.

2. Increased need for continuous and lifelong learning.

3. Aggravation of competition for gifted youth. It should be noted here that in the near future competition for young talents will become a priority for educational institutions, corporations and even nationwide.

In our opinion, problems in the system of remote management of universities in almost all countries of the world are inherently very close to each other and can be differentiated only by the forms of occurrence. In particular:

- The emergence of a contradiction between decisions on current issues of the organization of the university's activities and the requirements of the system of control and regulation of education. In this case, most universities prefer to wait for the relevant orders and instructions;

- It is not completely clear that the main task of the university management system is not administrative management, but the establishment of an information exchange system;

- The underdevelopment of IT structures in universities has led to an increase in the amount of expenses not provided for the creation of distance learning;

- lack of personnel capable of organizing an effective management system in a crisis, etc.

In connection with the fourth issue, it should be noted that the main features that should be taken into account when organizing the management system of higher educational institutions are:

- firstly, universities do not have a separate mission and strategic goal. Higher education institutions, as an integral part of the socio-economic system of the country, define their mission and long-term goals based on the goals and objectives set out in the concept of the development of the higher education system. Theoretically, this can be considered as a concept of subordination of the mission and goals of higher education institutions in the national development strategy;

- secondly, the resources necessary for the implementation of the mission and goals of higher education institutions are formed at the expense of external and

internal resources. In order to achieve the priority of domestic resources by ensuring an optimal balance between them and the gradual expansion of private opportunities, it is necessary to increase the contribution of higher education institutions to the socio-economic development of the country. To do this, it is necessary that all types of resources at the disposal of higher educational institutions should be aimed at adapting the competencies of trained specialists to the prospective requirements of the labor market, overcoming fundamental and practical problems of socio-economic development. Theoretically, these processes can be classified as the implementation of the concept of resource transformation;

- thirdly, the effectiveness of the management system of universities largely depends on the efficiency of the development and implementation of management procedures. Currently, it is necessary that the developed procedures are aimed at continuous optimization of the organizational structure of management. The features inherent in this structural control element require full acceptance of the procedural management concept;

- fourth, the concepts of the knowledge economy and human capital used in the formation of the management system, it is advisable to apply not only to expand the knowledge and skills of teachers directly implementing the mission and goals of the university, but also to improve the skills and formation of a reserve of managerial personnel capable of forecasting and planning activities, making appropriate decisions and applying them to practice. These considerations can theoretically be considered as a concept of systematic implementation of personnel policy.

Based on the above: management in the activities of higher education institutions is a line of activity aimed at the implementation of the goals and objectives set out in national development strategies.

In turn, it can be interpreted as a management system of higher education institutions – a set of mechanisms and means for setting the mission and strategic goals of higher education institutions, their implementation, based on the goals and objectives set in national development strategies.

### **Conclusion**

As a result of the influence of socio-economic factors at the global and national levels, transformational processes in the management system of universities are intensifying. Taking into account that these transformational processes are not limited to the management system, but cover all functional areas of higher education institutions, it can be concluded that today significant changes are taking place in the models of the organization of higher education institutions.

Meanwhile, in the "Concept for the development of the higher education system of the Republic of Uzbekistan until 2030", approved by the Decree of the President of the Republic of Uzbekistan dated October 8, 2019 No. PF-5847: "The concept of "University 3.0" is gradually introduced in higher educational institutions, providing for the interconnection of activities for the commercialization of the results of education, science, innovation and research. technopark in higher

educational institutions due to the wide attraction of foreign investment, expansion of the range of paid services and other extra-budgetary funds, creation of Foresight centers, technology transfer, startups, accelerators, as well as bringing them to the level of scientific and practical institutions that research and predict the socio-economic development of relevant industries, industries and territories” research of theoretical foundations the formation and continuous improvement of the university management system is becoming one of the urgent issues.

In our opinion, clarifying the concepts of management, management system and organizational and economic mechanism of the management system at the university not only acquires theoretical significance, but also to a certain extent serves to develop the practical foundations of these areas of activity.

It should be noted here that the introduction of any theoretical development into practice will consist of several stages. This makes it possible to eliminate possible problems and shortcomings at each stage, and also reduces the amount of excess financial costs and ensures the relative “painlessness” of the processes of transformation of the functioning of the system.

In our opinion, the introduction into practice of the theoretical developments presented in the article may consist of the following stages:

Stage 1. Mission of higher education institutions and setting long-term goals based on the strategic goals and objectives set out in the concept of development of the higher education system until 2030. At the same time, attention should be paid to improving the quality of training of highly qualified personnel within the requirements of the labor market, identifying promising areas of scientific research and developing mechanisms for commercialization of scientific results.

Stage 2. Choosing a business organization model that allows you to realize the intended mission and long-term goals. At the same time, the historical traditions of the university, an objective assessment of the material and non-material resources at its disposal are becoming important.

Stage 3. The management structure is organized, allowing to realize the intended mission and long-term goals without the need for additional financial investments, organizational changes.

Stage 4. To organize the effective functioning of the university management system, a set of regulatory legal acts regulating the mechanisms of horizontal, vertical and feedback is being developed.

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