

DUTIES OF IMPLEMENTING PRINCIPLES OF INSTITUTIONAL INDEPENDENCE TO HIGHER EDUCATION INSTITUTIONS ON THE BASIS OF INTERNATIONAL STANDARDS

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Abstract: *In this article, in the context of globalization, increasing the independence of higher education institutions in the development and adoption of management decisions, which is considered an objective need in the field of higher education service provision, as well as the management of higher education institutions in developed countries and the organization of their analytical training on a scientific basis scientific and theoretical information is given.*

Key words: *strategy, basic resource, human capital, international association, financing of higher education institutions, management object, management design, ergonomic, modern management concept.*

INTRODUCTION:

Management of higher education institutions in developed countries and organization of their analytical training on a scientific basis makes it possible to predict development strategies. The effectiveness of management decisions is largely related to the timely and comprehensive assessment of the management process and its results in a higher education institution. For this, it is necessary to use modern methods and techniques in evaluating the effectiveness of the management process of higher educational institutions.

The scientific independence of the Higher Education Institution is manifested in the selection of the direction, topic, customers of scientific research, as well as the forms and methods of conducting scientific work.

The basis of the economic independence of HEIs is the recognition of the existence of the product produced by the educational institution as a result of its activity.

Economic independence, on the one hand, means the freedom to dispose of the resources from educational, scientific and economic activity of the HEI, and on the other hand, it means full economic responsibility for the results of its activities.



There are a number of economic theories that need to be taken into account when forming a management system in the activities of economic entities, and they can be classified as follows in accordance with the specific characteristics of the management activity of HEIs:

1. Post-industrial economic theory developed by D. Bell, E. Toffler, J. Nesbet, F. Fukuyama and others. The main idea of this theory is related to knowledge, scientific innovations in the information field, people's level of education, competencies, creativity. Therefore, the HEI management system is organized based on the information supply and the professional competencies of the management staff.

2. Theory of resources created by E. Perouse, B. Wernerfield, J. Barney, and then developed by K. Prakhald and G. Hemel as a concept of "core competencies". Resources include tangible and intangible assets of the organization (human, intellectual, knowledge, brand, etc.), and the main goal of the management system is to direct resources to the development of the basic competencies of people [1].

3. The theory of dependence on resources developed by D. Salanchik, J. Pfeffer, G. Aldrich. According to this theory, not a single higher education institution can create all the necessary resources. Therefore, it is necessary to establish cooperative relations with alternative forms of education, other HEIs and business entities, as well as attract part of the resources from other sources. The success of HEIs depends on the level of labor, material and financial resources.

4. Process concept of management proposed by M. Hammer and J. Champi. According to this concept, management is a single, logically related set of processes. The process model makes it possible to develop coordinated plans, projects and management decisions.

5. According to the theory of the economy of knowledge (P. Druker), the basic resource of each higher education institution is the knowledge and skills imparted by professors and teachers to students. Therefore, the main goal of the management system should be to increase the scientific and pedagogical capabilities of professors [2].

6. Theory of human capital developed by G. Becker and T. Schulz. According to this theory, the costs of training and retraining of professors are considered as investments. Accordingly, the issue of training and retraining of employees of higher education institutions for the management system becomes a priority.

LITERATURE ANALYSIS AND METHODS

In the conditions of the pandemic, the issues of the formation of the management system of HEIs are reflected in the analytical studies of many prestigious international organizations. In particular, the International Association of Universities has developed recommendations on the use of online education methodologies based on strategies such as blended learning and flipped classroom, the selection of appropriate platforms and digital tools, and the organization of these processes. In a number of studies, it is noted that, in addition to technical and regulatory limitations, there are serious deficiencies in managing the staff team, evaluating the results of the staff, changing the salary payment system, and making appropriate management decisions.

In the conference "Educational reforms in Russia and China at the turn of the 21st century: a comparative analysis" organized by Stanford University, among other things, changes in the management system of higher education in most cases are technologies, processes occurring in the life of society, political conjuncture and it is noted that it is related to strengthening the influence of "soft power".

Professor N.A. Qasimova noted in her article "Covid-19 and the new stage of development of higher education": Maintaining a certain balance in the application of different methods based on the results of the study is a serious issue. The application of new technologies should not be considered as



the main goal, but should be considered as a means of forming relevant skills in the context of the established goals and tasks. Ch. U. Adamkulova studied the conceptual foundations of the management system of higher education in her scientific research work entitled "Formation of mechanisms for organizing the management of HE development in the conditions of modernization of the higher education sector: theory, methodology, practice (in the case of the Kyrgyz Republic)" justified the proposal to supplement it with components related to educational activity, scientific activity, methodological activity, administrative-economic activity.

In the article of A.A. Makhmudov entitled "Some theoretical approaches to the management of financial resources in higher education institutions", it is stated that the budget funds occupy the main place in the financing of higher education institutions, the amount of financing funds depends on the level of social development of the country, the income of the population, gross domestic product emphasized that manufacturing products, strengthening the material base and finding additional financing sources should be determined according to the needs and requirements of the national economy sectors for high-level specialist personnel [3].

In the scientific article "Evaluation of management effectiveness of competitive personnel training in the educational system" prepared by O.S.Kahhorov, the effectiveness of management activities of higher educational institutions, the interaction and factors of the effectiveness of the management system and management process, the evaluation of the effectiveness of the educational institution indicators and priority issues of personnel training departments were researched.

RESEARCH METHODOLOGY

Fundamental reforms implemented in the market of educational services in our republic create a new opportunity to organize the activities of higher education institutions. Therefore, higher education institutions operating in our republic, especially foreign higher education institutions, mastering the successes achieved in the management, using modern methods and forms of management is the main factor in their success. In this process, the specialization and nationality of each HEI should be taken into account. In particular, differences in the degree of environmental instability are consistent with any alternative concept of governance. In the internal environment, higher education institutions should be ready to implement this or that management concept. For example, mastering the concept of modern management is not a simple formal process, but the next important stage in the development of higher education institutions. Therefore, it is necessary to try to assess the state and nature of higher education institutions in Uzbekistan, and introduce modern management principles into the activities of higher education institutions.

Despite the fact that the theoretical and methodological problems of the formation of the management system of HEIs in the conditions of the pandemic have been reflected in many scientific studies, they remain relevant even today.

Management of higher education institutions in Uzbekistan as an economic system stems from the complexity of this system. In particular, the use of non-economic methods of management decision-making by higher education institutions prevents them from finding ways to adapt to new institutional conditions. At present, there are not enough simple, convenient and flexible methods of evaluating the effectiveness of various levels of higher education institution management. In such conditions, the mechanism of economic diagnostics solves the problems of adapting higher education institutions to new market conditions, because the management based on the principles of economic diagnostics operates in the mode of preventing wrong decisions. Economic diagnosis identifies problems at different levels, performs a complex analysis and provides a rational decision, and is distinguished by its breadth



of possibilities and perspective. Comprehensive assessment of the effectiveness of the higher education institution's management process arouses interest in market subjects and becomes of urgent importance.

ANALYSIS AND RESULTS

Over the past period, Uzbekistan has gone through a new period of its development. Attainment of national welfare and economic stability, as well as ensuring peace and tranquility were recognized as the main strategic goals. In particular, in these processes, special attention was paid to the development of the education system. The reason is that the most important measure in achieving any intended strategy and noble goals is potential personnel with the ability to think modernly.

During the years of independence, scientists of our country carried out a number of scientific studies on the issues of reforming the higher education system in Uzbekistan. Several pamphlets and articles devoted to the study of the theoretical and practical aspects of this topic have been written. Among them are Sh. Gurbanov, E. Seytkhalilov, R. Ahliddinov, M. Saidov, L. Allayev, D. Vasiyeva, R. Urazbayeva, S. Karimbekov, R. Siddikov, and others. It is possible to include their scientific works researching current issues of higher education reform[4].

The next five years in the life of our country and people were full of unprecedented and unimaginable innovations. It was during this period that democratic changes took place in the country's economy, culture and spirituality, socio-political life, lifestyle, outlook and thinking. In general, there was a period of great growth, development and positive changes in all spheres. In this five-year period, democratic values, democratic-legal freedoms of citizens were established, and the way to freedom of press and speech was opened. Giving society democratic legal and press freedom requires great courage and courage from the leader of any country. Shavkat Mirziyoyev was able to find this strength and courage in himself. With these services, the President proved that he is a charismatic person and took a special place in the history of Uzbekistan as a democratic president. All these were real gifts for our people. My purpose in saying this is that education loves freedom.

The changes that took place as a result of reforms in the educational system, including higher education, are of great historical importance from the socio-political, legal, economic and spiritual point of view. The implemented reforms not only brought great positive changes in our country, but also brought the reputation of our country to a new level in the international arena. A number of regulatory documents have been adopted in this regard.

To be able to correctly apply the types of organizational environment resulting from the ratio of the mutual relations of motivational functions in the management of higher education institutions, taking into account the diverse needs of employees, to understand the great importance of motivation as a management tool in higher education institutions, to organize and plan the work of higher education institutions, we will be able to develop ways of improving it or use the options of revision, it will be possible to achieve the efficiency of the work of employees, which in turn will cause the achievement of the Higher Education Institutions, which is considered the highest goal.

In the course of the research, a matrix of the main directions of improving the management of the development efficiency of the higher education system in the Republic of Uzbekistan was created based on the integrated indicators of the sub-system elements of the higher education system. In the process of forming the matrix, the integrated evaluation indicators of system components developed by us in the method of evaluating the effectiveness of innovative management of HEIs were taken as a basis. Measures to improve management efficiency were developed according to the "low", "average" and "high" levels of the integrated evaluation indicators of management efficiency. For the National University of Uzbekistan, the option "Introduction of the project development system in the higher



education system" is considered the most alternative to increase the efficiency of management of activities in the future.

In the conditions of the market economy, the state education policy is focused on the formation and strengthening of the multi-channel system of financing higher education institutions, at the same time, state priority is ensured in the reforms implemented in the field.

CONCLUSIONS AND SUGGESTIONS

From the above points, based on the theory of motivation that analyzes human needs, we can see that the phrase "a person works only for money" is not entirely correct. The analysis of the activities of private enterprises shows that the main factor of their successful development is the motivation of workers to work and professional growth. In general, in the market economy, motivation is used as a management method.

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