



## INNOVATIVE MANAGEMENT TECHNOLOGIES OF EDUCATIONAL PROCESSES IN THE CREDIT MODULE SYSTEM

**Ochilova Gulnoza Odilovna**

Associate Professor of "Economic theory"

Doctor of Philosophy in Psychology, Ph.D.

Tashkent State Economic University, UZBEKISTAN

[E-mail: gulnozaochilova5505@gmail.com](mailto:gulnozaochilova5505@gmail.com)

**Mamajonova Maftuna Raufjonovna,**

Master, Tashkent State Economic University

**Abstract.** This article examines the theoretical foundations of the formation of a management system in higher education institutions in the credit module system. At the same time, the author's approach to the concepts of management and the organizational and economic mechanism of management systems is presented, based on the results of the analysis of the features that should be taken into account in the process of improving the management system of higher education institutions, the main trends and trends, and the problems observed in the field.

**Keywords:** innovative management, credit module system, higher education institutions, management, management system, organizational-economic mechanism of the management system, trends, trends, external environmental factors.

### Introduction.

In almost all countries of the world, higher education institutions (hereinafter referred to as HEIs) are revising curricula, educational methodologies, and forms of organization of activities in accordance with the pandemic conditions or introducing fundamentally new approaches. Of



course, some time is required to objectively assess the long-term (strategic) or short-term (tactical) positive or negative impact of these changes on higher education activities. However, despite this, it has ensured the elimination of problems arising in emergency situations, increased adaptability to rapidly changing external conditions, and the long-term sustainable development and effectiveness of higher education institutions. In our opinion, it is advisable to take into account the following features when developing relevant proposals and recommendations for the development of the management system of higher education institutions, as well as increasing their role and significance in the socio-economic development of our country: firstly, it has created the need to organize the HEI management system on fundamentally new principles; secondly, the introduction of market mechanisms into the activities of most HEIs as a result of the ongoing reforms, which have led to the transition of most HEIs to a self-financing system.

The following teaching methods can be used to increase the efficiency of teaching the module: problematic communication; heuristic conversations; educational games; design and guidance texts etc. From the content of the module system of education, its following advantages were identified: ensuring the continuity of education between disciplines and modules within disciplines; establishment of methodically based compatibility of all types of educational process within each module and between them; adaptability of the modular structure of the science; regular and effective monitoring of student learning (after each module); immediate stratification of students according to their abilities (after the initial modules, the teacher may recommend individualizing the subject for



some students); acceleration of teaching due to the "squeezing" of information, effective use of classroom hours and optimization of the composition of study time - lectures, practical (experimental) exercises, individual and independent work.

As a result, the student will acquire sufficient knowledge and skills. Teaching based on the modular methodology should be developed in accordance with the principles of activity, systematic quantification, interest, modularity, problematization, cognitive visualization, and reliance on errors. According to the conducted studies, the following principles of teaching based on the modular methodology have been revealed:

1. The principle of activity: This principle means that the content of the professional activity of the specialist is formed in accordance with the content of the professional activity of the specialist. According to this principle, modules can be formed based on the activity approach to the subject or the systematic activity approach. The modular teaching technology requires the formation of modules in the subject in the activity approach to the subject as a result of the analysis of the curriculum and programs. In the systematic activity approach, the block of modules is formed based on the analysis of the professional activity of the specialist.

2. The method of systematic quantification - this principle is based on the requirements of generalized theories of didactic units.

In particular, ensuring a balance between internal and external sources of financing has become one of the main tasks of the management system; thirdly, the intensification of competition resulting from the entry of top-100 universities, Internet and technology companies into the education sector, which is the main area of activity of higher education institutions,





requires a review of the organizational structure and functional tasks of the management system of higher education institutions; fourthly, the scope of tasks facing the management system has expanded with the increase in the possibilities of establishing admission quotas in accordance with the strategy for the development of the higher education sector and the provision of academic independence in organizing the educational process; fifthly, there is increasing attention to the development of human capital as one of the main factors determining the position of countries in the world, as well as the ability to quickly and with minimal losses overcome any emergency situations. The above-mentioned features, as well as the definition of the tasks of systemic development of higher education institutions and improvement of management activities in the Concept for the Development of the Higher Education System of the Republic of Uzbekistan until 2030, justify the relevance of studying the organizational and theoretical aspects of the management system of higher education institutions.

### **Analysis of scientific sources.**

Issues of forming a higher education management system have been reflected in analytical studies of many influential 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. A number of studies have noted that in the remote organization of higher education activities, in addition to technical and regulatory limitations, serious shortcomings were observed in managing the



staff team, assessing the results of employee activities, changing the salary system, and making management decisions that correspond to the conditions. The conference “Educational reforms in Russia and China at the turn of the 21st century: a comparative analysis” organized by Stanford University noted, among other things, that changes in the higher education management system are often associated with technologies, processes taking place in public life, the political situation, and the strengthening of the influence of “soft power”.

As Professor N.A. Kasimova noted in her article “A new stage in the development of higher education”, “In this case, it is a serious issue to maintain a certain balance in the use of various methods, based on the directions and specialties of higher education, the essence of the curriculum, and most importantly, the educational outcomes that should be obtained at the end of any program. The use of new technologies should not be considered as the main goal, but rather as a means of forming the appropriate skills in graduates of the curriculum in the context of the established goals and objectives.”

In her research work “Formation of mechanisms for organizing the management of the development of higher education institutions in the context of modernization of the higher education sector: theory, methodology, practice (on the example of the Kyrgyz Republic)”, Ch.U. Adamkulova substantiated the proposal to supplement the conceptual foundations of the system for managing the activities of higher education institutions with components related to educational activities, scientific activities, methodological activities, and administrative and economic activities.



In his article entitled "Some Theoretical Approaches to the Management of Financial Resources in Higher Educational Institutions," A.A. Makhmudov emphasized that budget funds should play a major role in financing higher educational institutions, and that the volume of financing funds should be determined based on the level of social development of the country, the income of the population, gross domestic product, the need and requirements of the sectors of the national economy for highly qualified personnel.

In the scientific article "Assessment of the Management Effectiveness of Training Competitive Personnel in the Education System," prepared by O.S. Kakhhorov, the effectiveness of management activities of higher educational institutions, the interaction and factors of the effectiveness of the management system and the management process, indicators for assessing the effectiveness of an educational institution, and the priority issues of departments that train personnel are studied. Despite the fact that theoretical and methodological problems of forming a management system in higher educational institutions have been reflected in numerous scientific studies, they remain relevant today.

**Research methodology** This scientific article uses scientific observation, comparison, grouping, expert assessment, analysis, and other methods, taking into account the tasks set out in the Decree of the President of the Republic of Uzbekistan No. PF-5847 dated October 8, 2019 "On Approval of the Concept of Development of the Higher Education System of the Republic of Uzbekistan until 2030" and the opinions and opinions of economists in this area.

### **Analysis and results.**



Based on the analysis of scientific and practical sources on the economic essence of the categories of management and management system, the following can be noted: - management is a separate area of activity, the mission of which is to ensure the consistency between the goals set by the external environment of the organization and the internal capabilities necessary for their implementation. This conclusion can be explained by:

a) the fact that the goals and objectives set by the external environment are a priority issue for implementation;

b) the need to transform the mechanisms and means of developing internal capabilities that meet the requirements of the external environment;

c) the need to form an organizational structure that ensures the success of the processes of implementation and transformation of the requirements of the external environment;

d) constant updating of methods of influencing the object of management in accordance with changes in the external environment; and

e) the need to introduce new areas of activity to ensure a balance between internal and external sources of financing;

➤ In accordance with the principles of systemicity, any organization is classified as an open system. This approach, as the most important feature of management, requires the consideration and satisfaction of the requirements of all stakeholders in a coherent manner. Thus, the management and control system must take into account the requirements of the external and internal environment when defining the goals and objectives of the organization, forming subsystems for planning,





implementation and control. Failure to take into account the requirements of any element related to the external or internal environment can lead to a crisis in the organization's activities;

➤ In the context of changes in the external environment and increased competition, the management and control system should be able to determine long-term goals for the development of the system, as well as mechanisms and means for their implementation. In this regard, it is important to pay attention to the use of innovative organizational structures and digital technologies in the management system based on the results of scientific research, and the introduction of quality management standards;

- the management and control system should develop a sufficient motivation system for individuals and their associations operating at any level of the organization. The purpose of motivation should be aimed at ensuring a full understanding of the processes taking place in the organization by individuals and departments, and ensuring their effectiveness and compliance with other elements.

Based on the results of the above analysis, “management is a type of activity aimed at organizing, conducting and developing the activities of economic entities in accordance with the requirements of the external environment”. Based on this scientific definition, the author believes that: “a management system can be interpreted as a set of functional strategies, policies and procedures for organizing, conducting and developing activities within the framework of the requirements of the external environment”.

The adoption of the interpretation given to the management and control system creates the following opportunities: it is noted that the requirements of the external environment play a decisive role in organizing





the management system, and that any organization is an integral and integral part of the global and national socio-economic system. This clearly defines the organizational structure, mission, goals and objectives of management, and clarifies and systematizes the economic essence of functional strategies, policies and procedures, which are the main elements of the management system; creates the opportunity to clearly define the goals and functional tasks of the management system; a management system in accordance with the requirements of the external environment is formed. At the next stage of the study, it is advisable to consider the specific features of the HEI management system. In this regard, attention will be paid to the following issues: - analysis of the essence of economic theories that should be taken into account in the process of forming a management system in higher education institutions; - study of global and national trends that directly affect the HEI management system; - study of the main problems observed in the HEI management system in the context of the pandemic; - clarify the economic essence of the HEI management system based on the results of the analysis. There are a number of economic theories that should be taken into account when forming a management system in the activities of economic entities, which can be classified as follows in accordance with the specific features of HEI management activities:

1. The theory of post-industrial economics 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, the level of education of people, competencies, and creativity. Thus, the management system of the higher education institution. Regional



agreements and agreements Requirements of the national socio-economic environment Strategy for the further development of the country Parameters of regional development Requirements of the business environment Promising areas of activity Technical and technological innovations are organized based on information provision and the qualification competencies of management personnel.

2. The theory of resources, created by E. Perouse, B. Wernerfield, J. Barney, and later developed by K. Prahalad and G. Hamel as the concept of “core competencies”. Resources include the 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 people's core competencies.

3. The theory of resource dependence, developed by D. Salanchik, J. Pfeffer, G. Aldrich. According to this theory, no higher education institution can create all the necessary resources. Therefore, it is forced to establish alternative forms of education, partnerships with other higher education institutions and business entities, as well as attract part of the resources from other sources. The success of the activities of higher education institutions depends on the level of provision of labor, material and financial resources.

4. Process concept of management proposed by M. Hammer and J. Champilar. According to this concept, management is a single, logically related set of processes. A 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.

6. Theory of human capital developed by G. Becker and T. Shults. According to this theory, the cost of training and retraining of professors is considered as an investment. Accordingly, the issue of training and retraining of HEI employees for the management system becomes a priority. In our opinion, none of the above-mentioned theories should be ignored when organizing the management system of HEIs. At the same time, it is not advisable to use any of them in isolation. Therefore, a unique “hybrid” of these theories is required. This management process is based on global trends and trends observed in the higher education system, existing problems and the development of the functioning of this system. It is advisable to develop it taking into account the goals and objectives set out in the concept.

Regarding the second issue identified, it should first be noted that in the documents prepared by international organizations, scientific research and analytical centers at various levels, there is no unified approach to the trends observed in the activities of higher education institutions and their essence. Taking this into account, these trends and trends are grouped from the point of view of the tasks set for 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 education ecosystem and the market for educational services. However, the pandemic has had a negative impact on these processes. In particular,





according to the opinions of experts who participated in a social survey conducted at 170 universities in the United States, a decrease in the number of foreign students in the fall semester of 2020 was noted by up to 25 percent.

The second trend is the popularization of higher education. Over the past two years, this trend has been sharply intensified by the digitalization of the educational process. However, the popularization of higher education has led to negative consequences, in particular, a decrease in the quality of education and the demand for it. Therefore, in the near future, the attractiveness of the principle of "elite education" in higher education institutions may increase. The third trend is the increasing influence of technological factors in higher education. As a result of the widespread use of information and then digital technologies, which have dramatically changed the landscape and configuration of education, they have also led to the emergence of fundamentally new structures in education. Education is turning from a process of communication between individuals into a technological process. However, digitalization processes in higher education have not developed uniformly. In particular, in a survey conducted by the US Gallup Institute among 4,000 students in September-October 2020, 44% of respondents noted that the quality of education has deteriorated somewhat as a result of the transition to an online format, and 16% have significantly deteriorated. At the same time, the following three main trends can be noted that should 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. The increasing need for continuous and lifelong education.
3. Intensification of competition for talented young people.

It should be noted that in the near future, competition for young talents will become a priority for educational institutions, corporations, and even countries. In our opinion, in the context of a pandemic, the problems in the management system of higher education institutions in almost all countries of the world are essentially very similar and can differ only in the forms of their emergence. In particular:

- the emergence of a contradiction between decisions on current issues of organizing the activities of higher education institutions in emergency situations and the requirements of the education control and regulation system. In this case, most higher education institutions prefer to wait for relevant orders and instructions;
- the fact that the main task of the management system of higher education institutions in emergency situations is not administrative management, but the need to establish an information exchange system;
- the need for additional financial resources in emergency situations increases. In particular, the underdevelopment of IT structures in higher education institutions has led to an increase in the amount of unplanned expenses for the implementation of distance education;
- lack of employees with the ability to organize an effective management system in crisis conditions, etc.

Regarding the fourth issue identified, it should be noted that the main features that should be taken into account when organizing the management system of higher education institutions are as follows: firstly, higher education institutions do not have a separate mission and strategic



goal. Higher education institutions, as an integral and integral part of the country's socio-economic system, determine 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. This can theoretically be considered as the concept of subordination of the mission and goals of higher education institutions to the national development strategy; secondly, the resources necessary to implement the mission and goals of higher education institutions are formed at the expense of external and internal sources. In order to ensure the optimal balance between them and achieve the priority of internal sources by gradually expanding 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 to direct all types of resources at the disposal of higher education institutions to adapt the competencies of trained specialists to the future requirements of the labor market, to eliminate 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 higher education institution management system largely depends on the efficiency of the development and implementation of management procedures. At the same time, the developed procedures should be aimed at continuously optimizing the organizational structure of management.

The principle of systematic quantization in the module is achieved by building an appropriate structure of the educational material. In general, the module may consist of the following elements:



- historical - this is a brief overview of the history of the problem, theorem, problem, discovery and concept; problematic - this is the formulation of the problem; systemic - this is the demonstration of the module structure system; activation - this is the identification of key phrases and methods of action necessary for mastering new educational material; theoretical - this is the main educational material, in which - didactic objectives, problem statement, hypothesis justification, ways to solve the problem are revealed;
- experimental - this is the presentation of experimental material (learning experience, experimental work); generalization - this is the generalization of the solution to the problem and the content of the module; implementation - this is the development of new methods of action and the application of the studied material in practice; errors - revealing errors observed by students in the study of the module content, identifying their causes and showing ways to correct them;
- correlation - demonstrating the connection of the passed module with other modules, including related disciplines; assessment using tests and assignments - monitoring and evaluating the level of students' mastery of the module content.

### Conclusions and suggestions

As a result of the influence of socio-economic factors at the global and national levels, transformational processes are intensifying in the management system of HEIs. Considering that these transformational processes are not limited to the management system, but cover all functional areas of HEIs, we can conclude that today there are serious changes in the models of organizing the activities of HEIs. At the same time,





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 No. PF-5847 dated October 8, 2019, sets out such priority tasks as: "phased implementation of the "University 3.0" concept, which provides for the integral connection of education, science, innovation and commercialization of research results in higher educational institutions", as well as "the establishment of technoparks, foresight, technology transfer, startup, accelerator centers in higher educational institutions at the expense of wide foreign investment, expansion of the scope of paid services and other extra-budgetary funds, and their development to the level of scientific and practical institutions that study and forecast the socio-economic development of relevant sectors, industries and regions." The study of the theoretical foundations of the formation and continuous improvement of the management system of higher education institutions 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 in higher education institutions will not only have theoretical significance, but will also serve to a certain extent in the development of the practical foundations of these areas of activity. It should be noted that the implementation of any theoretical development into practice will consist of several stages.

This will create an opportunity to eliminate possible problems and shortcomings at each stage, as well as reduce the amount of excess financial costs and ensure that the processes of transforming the system's activities are relatively "painless". In our opinion, the implementation of the





theoretical developments presented in the article into practice can consist of the following stages:

1. Determining the mission and long-term goals of the higher education institution based on the strategic goals and objectives set out in the Concept for the Development of the Higher Education System until 2030. In this, within the requirements of the labor market, attention should be paid to improving the quality of training of highly qualified personnel, identifying promising directions of scientific research, and developing mechanisms for the commercialization of scientific results.

2. Choosing an activity organization model that makes it possible to realize the established mission and long-term goals. In this, the historical traditions of the HEI, the objective assessment of material and non-material resources at its disposal are of great importance.

3. A management structure will be established that will enable the implementation of the established mission and long-term goals without requiring additional financial investments and organizational changes.

## REFERENCES

1. Ochilova, G. (2021). За мо на в и й а х б о р о т т е х н о л о г и я л а р и а с о с и д а п е д а г о г и к ф а о л и я т н и т а ш к и л э т и ш й ў н а л и ш л а р и . *А р х и в н а у ч н ы х и с с л е д о в а н и й*, 37(1).
2. Gulnoza, O., Gulnora, M., & Dilafruz, M. (2021). Ways to Develop Independent Student Skills in an Integrated Education System. *International Journal of Innovative Analyses and Emerging Technology*, 1(7), 142-144.



3. Ochilova, G. O., & Botirov, E. H. (2021). Study Of Gender Relationship In Family Business And Entrepreneurship. *The American Journal of Applied sciences*, 3(05), 251-256.
4. Odilovna, O. G. (2021). Mechanisms of Studying Gender Relationship in the Context of Economic Digitalization. *International Journal of Development and Public Policy*, 1(7), 225-228.
5. Ochilova, G. O. (2020). Empirical research results of family business influence on children's motivation for entrepreneurship. *European Journal of Research and Reflection in Educational Sciences. Great Britain. Progressive Academic Publishing. Research Impact Factor: RIF*, 3, 8.
6. Adilovna, O. G., & Khayitovich, B. E. Gender features of the impact of family business on youth entrepreneurship motivation.
7. Ochilova, G. (2021). Ёшларни тадбиркорликка психологик жиҳатдан тайёрлашда оилавий ижтимоийлашувнинг роли. *Архив научных исследований*.

