



## DIRECTIONS FOR DEVELOPING THE ORGANIZATIONAL AND MANAGERIAL COMPETENCE OF EDUCATION MANAGERS IN THE IMPLEMENTATION OF THE CREDIT-MODULE SYSTEM OF EDUCATION

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**Abstract.** In this article, the theoretical foundations of the formation of the management system in higher education institutions, which are considered to be urgent issues today, are researched. In addition, the author's approach to the concepts of management and the organizational-economic mechanism of management systems, based on the results of the analysis of the problems observed in the field, features that need to be taken into account in the process of improving the management system of higher educational institutions, main tendencies and trends.

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

In higher education institutions in almost all countries of the world, curricula, educational methodology and forms of activity organization are being revised accordingly or radically new approaches are being introduced. Of course, a certain period of 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, we can note the management system of higher educational institutions as the main factor that ensures the elimination of problems arising in emergency situations, increasing the ability to adapt to the rapidly changing external environment, continuous development and the effectiveness of the activities of higher education institutions in the long term.



In our opinion, it is appropriate 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 importance in the socio-economic development of our country: firstly, to achieve efficiency today, the need to organize the management system of HEIs based on essentially new principles brought about; secondly, as a result of the ongoing reforms, the majority of HEIs are characterized by the introduction of market mechanisms into their activities due to the transition to a self-financing system.

In particular, ensuring the balance between internal and external sources of financing has become one of the main tasks of the management system; thirdly, the intensification of competition caused by the entry of top-100 universities, Internet and technological companies into the field of education, which is the main direction 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 expanded with the increase of opportunities to establish admission quotas in accordance with the development strategy of the higher education sector and the provision of academic independence in the organization of the educational process; fifthly, the position of countries in the world can be considered.

There has also been an increased focus on human capital development as one of the main factors that determine the ability to quickly and with minimal loss from disasters of any kind. The mentioned features, as well as the definition of the tasks of systematic development of higher education institutions and improvement of management activities in the concept of development of the higher education system of the Republic of Uzbekistan until 2030 justify the relevance of researching the organizational and theoretical aspects of the higher education management system.

According to the analysis of scientific sources, the issues of 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, 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 in the remote organization of higher educational institutions, there are serious shortcomings in managing a team of employees, evaluating the results of employee activities, changing the salary payment system, and making appropriate management decisions. Technologies, processes in the life of society, it is noted that it is related to the political conjuncture and the strengthening of the influence of "soft power".

Professor N.A. Kasimova noted in her research: "It is a serious matter to maintain a certain balance in the application of various methods based on the directions and specializations of higher education, the essence of the curriculum and, most importantly, the educational results to be obtained at the end of the desired programs." The use 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 defined goals and tasks.

Ch. U. Adamkulova 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)" presented the conceptual foundations of the HE system of educational activity, scientific activity, methodological activity, justified the proposal to fill it with components related to administrative and economic activities.

A.A. Makhmudov's article entitled "Some theoretical approaches to the management of financial resources in higher education institutions" shows that budget funds occupy the main place in the financing of higher education institutions, the size of the financing funds depends on the level of social development of the country, the income of the population, gross production products, the strengthening of the material base and emphasized that finding additional sources of financing should be determined according to the needs and requirements of the national economy sectors for high-level specialist personnel.





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

Despite the fact that the theoretical and methodological problems of the formation of the HEI management system have been reflected in many scientific studies, they remain relevant today. Based on the analysis of the scientific and practical sources of the economic nature of management and management system categories, the following can be noted: - management is a separate field of activity, the mission of which is between the goals set by the external environment of the organization and the internal capabilities necessary for their implementation. is to ensure compliance.

Therefore, the management and control system must take into account the requirements of the external and internal environment when defining the goals and tasks of the organization, planning, implementing and forming control sub-systems. 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 activity; - in the conditions of changes in the external environment and increasing competition, it is necessary to be able to determine the long-term goals of the management and management system development, as well as the mechanisms and means of their implementation.

It is important to pay attention to the implementation of innovative organizational structures and digital technologies in the management system based on the results of scientific research, and the introduction of management quality standards; - the management and control system should develop a sufficient level of motivation system for individuals and their associations operating at any level of the organization. The purpose of motivation should be aimed at ensuring full understanding of the processes taking place in the organization by individuals and departments, efficiency of activity and compatibility 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, according to the author: "management system is a set of functional strategies, policies and procedures for organizing, conducting and developing activities within the requirements of the external environment."

Therefore, the adoption of the interpretation given to the management and control system creates the following opportunities: external environmental requirements are of decisive importance in the organization of the management system, it is noted that any organization is an integral and integral part of the global and national socio-economic system. In this way, the organizational structure, mission, goals and tasks of the management are clearly defined.

In our opinion, clarifying the concepts of management, management system and the organizational-economic mechanism of the management system in OTM is not only of theoretical importance, but serves to a certain extent in the development of the practical foundations of these activities. It should be noted here that the implementation of any theoretical development consists of several stages. This will create an opportunity to eliminate the problems and shortcomings that may arise at each stage, as well as reduce the amount of excess financial costs and ensure that the transformation processes of the system are relatively "painless".

The economic essence of functional strategies, policies and procedures, which are considered the main elements of the management system, is clarified and systematized; it is possible to clearly define the purpose 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 research, it is appropriate to consider the specific features of the management system of OTM. Here, attention is paid to the following issues: - analyzing the essence of economic theories that should be taken into account in the process of forming the management system in higher educational institutions; - To study the global and national trends that have a direct impact on the management system of



OTM; - to study the main problems observed in the management system of the OTM today; - clarifying the economic essence of the management system of OTM based on the results of the analysis.

There are a number of economic theories that need to be taken into account in the formation of the management system in the activity of economic entities, and they can be classified according to the specific characteristics of the management activity of the private enterprise as follows:

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 on the basis of information supply and management personnel's qualifications.

2. Theory of resources created by E. Perouse, B. Wernerfield, J. Barney, and then developed by K. Praxhalad 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.

3. Theory of dependence on resources developed by D. Salanchik, J. Pfeffer, G. Aldrich. According to this theory, no higher education institution can create all necessary resources. Therefore, it is necessary to establish cooperative relations with alternative forms of education, other HEIs and business entities, as well as to 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. Champilar. According to this concept, management is a single, logically connected 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. Drucker), the basic resources of each higher education institution are the knowledge and skills imparted by





professors 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 costs of training and retraining of professors are considered as investments. 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 HEI management system. In addition, it is not advisable to use any of them separately.

Therefore, a unique "hybrid" of these theories is required. This management process should be developed taking into account the global trends and trends observed in the higher education system, existing problems, and the goals and tasks provided for in the concept of development of this system. Regarding the second issue, first of all, it should be noted that there is no single approach to the trends observed in the activity of higher educational institutions and their nature in the documents prepared by international organizations, scientific research and analytical centers of various levels.

With this in mind, these trends and trends are grouped in terms of the tasks set before 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 activity of the national education system beyond the borders of the state, the formation of a single global educational ecosystem and the market of educational services. But the pandemic had a negative impact on these processes.

As conclusions: a) that the goals and tasks set by the external environment are the first priority for implementation; b) the need to transform the mechanisms and means of developing internal capabilities in line with the requirements of the external environment; v) the need to form an organizational structure that ensures the success of the implementation and transformation processes of the external environment; g) continuously updating the methods of influencing the management object in accordance with the changes in the external environment; and d) can be explained by the need to introduce new lines of activity to ensure balance between internal and external funding sources; - in accordance with the principles of systematicity, any organization is



classified as an open system. Such an approach requires consideration and satisfaction of the demands of all interested parties in an integrated manner as the most important feature of management.

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