

Conceptual Foundations Of Effective Management In Higher Education Organizations

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Abstract. *This article explores the conceptual foundations of effective management in higher education organizations. 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.*

Key words: *pandemic, higher education institutions, management, management system, organizational-economic mechanism of the management system, trends, trends, external environmental factors.*

Introduction:

The persistence of a tense situation related to the COVID-19 pandemic in the world has also had a serious impact on the activities of the higher education system. In almost all countries of the world, higher education institutions (hereinafter HEIs) are revising curricula, educational methodologies and forms of activity organization in accordance with the conditions of the pandemic 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, the increase of flexibility to rapidly changing external conditions, the continuous development in the long term and the efficiency of the activities of higher education institutions. In our opinion, the management system of higher education institutions It is advisable to take into account the following features when developing relevant proposals and recommendations for the development of the system, as well as for increasing the role and importance in the socio-economic development of our country:

firstly, as a result of the introduction of strict quarantine measures in the context of the pandemic, it was necessary to organize the management system of the HEI on the basis of new principles;

secondly, as a result of the ongoing reforms, market mechanisms will be introduced into the activity due to the fact that the majority of HEIs will go to the self-financing system. In particular, ensuring the balance between internal and external sources of funding has become one of the main tasks of the management system;

thirdly, the intensification of the competitive struggle caused by the entry of top-100 universities, internet and technological companies into the field of education, which is the main focus of the activities of higher education institutions, requires a review of the organizational structure and

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functional tasks of the management system of HEIs;

fourthly, the scope of tasks facing the management system has expanded with the increase in the possibilities of setting 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, 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 get out of emergency situations of any kind quickly and with minimal loss, has increased.

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 [1] justify the relevance of researching the organizational and theoretical aspects of the higher education management system.

In the conditions of the pandemic, the issues of formation of the HEI management system have been 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 [2]. In a number of studies, it is noted that, in addition to technical and regulatory limitations, there are serious shortcomings in managing the staff team, evaluating the results of the staff, changing the salary payment system, and making appropriate management decisions [3].

At the conference "Educational reforms in Russia and China at the turn of the 21st century: a comparative analysis" organized by Stanford University, including changes in the management system of higher education in most cases technologies, processes occurring in society, political conjuncture and "soft power" It is noted that it is related to strengthening the effect [4].

Professor N.A. Qasimova noted in her article "Covid-19 and the new stage of development of higher education": maintaining a certain balance is a serious matter. The use of new technologies should not be considered as the main goal, but should be considered as a means of forming the relevant skills in the context of the defined goals and tasks" [5].

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 (on the example of the Kyrgyz Republic)" presented the conceptual foundations of the HE system of educational activity, scientific activity, justified the proposal to supplement it with components related to methodological activity, administrative-economic activity [6].

In the article by 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 production products, the strengthening of the material base and emphasized that finding additional funding sources should be determined depending on the needs and requirements of the national economy sectors for high-level specialist personnel [7].

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

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system and management process, indicators of evaluation of the effectiveness of the educational institution and priority issues of personnel training departments were researched. [8].

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

On the basis of the analysis of scientific and practical sources regarding the economic essence of management and management system categories, the following can be noted:

management is a separate field of activity, whose mission is to ensure consistency between the goals set by the organization's external environment and the internal capabilities necessary for their implementation. Such a conclusion: 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) constantly 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 systematization, 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. 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 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;

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

- this 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 can be interpreted as a set of functional strategies, policies and procedures for organizing, conducting and developing activities within the requirements of the external environment."

Acceptance of the interpretation given by the author to the management and control 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 integral part of the global and national socio-economic system. Through this, the organizational structure, mission, goals and tasks of management are clearly defined. In relation to the fourth issue, it should be noted that the main features

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to be taken into account in the organization of the management system of HEIs are as follows:

First, there is no separate mission and strategic goal of HEIs. Higher Education Institutions, as an integral and close part of the country's socio-economic system, determine their mission and long-term goals based on the goals and tasks defined in the concept of the development of the higher education system. It can be considered theoretically as the concept of subordination of the mission and goals of HEIs to the national development strategy;

secondly, the resources necessary for the implementation of the mission and goals of the HEI are formed at the expense of external and internal sources. It is necessary to increase the contribution of higher education institutions to the socio-economic development of the country in order to ensure the optimal balance between them and to achieve the priority of internal resources by gradually expanding private opportunities. For this, it will be necessary to focus all resources at the disposal of higher education institutions on adapting the competences of trained specialists to the future requirements of the labor market, eliminating the 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 HEI management system largely depends on the speed of development and implementation of management procedures. At the moment, the developed procedures should be aimed at continuous optimization of the organizational structure of management. Features inherent in this structural element of management require full acceptance of the process concept of management;

fourthly, the knowledge economy and human capital concepts used in the formation of the management system, in addition to expanding the knowledge and skills of professors and teachers who directly implement the mission and goals of higher education institutions, as well as improving the skills of management personnel who are able to forecast and plan activities, make relevant decisions and implement them and it is appropriate to be used in the field of reserve formation. Theoretically, these considerations can be considered as the concept of systematic implementation of personnel policy.

Conclusions and suggestions

As a result of the impact of socio-economic factors at the global and national level, the transformational processes in the HEI management system are intensifying. If we take into account that these transformational processes are not limited to the management system, but cover all functional areas of HEIs, it can be concluded that significant changes are taking place in the models of HEIs.

In our opinion, clarifying the concepts of management, management system and the organizational-economic mechanism of the management system in HEIs is not only of theoretical importance, but serves to a certain extent in the development of the practical foundations of these areas of activity.

It should be noted here that the implementation of any theoretical development into practice consists of several stages. By this, it is possible to eliminate possible problems and shortcomings at each stage, as well as to reduce the amount of excessive financial costs, and it is ensured that the processes of transformation of system activity are relatively "painless".

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In our opinion, the implementation of the theoretical developments presented in the article can consist of the following stages:

stage. Determining the mission and long-term goals of HEIs based on the strategic goals and tasks defined in the concept of 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.

stage. 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.

stage. 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.

stage. In order to organize the effective operation of the HEI management system, a complex of regulatory and legal documents regulating horizontal, vertical and feedback mechanisms will be developed.

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