



## GRADUAL IMPLEMENTATION OF SMART MANAGEMENT PRINCIPLES IN THE HIGHER EDUCATION SYSTEM OF UZBEKISTAN

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### ABSTRACT

This article discusses the reasons for the implementation of smart management methods in the higher education today and their gradual implementation in practice. A systematic approach is predominant in education management at all levels. Other criteria for evaluation of higher education (efficiency, acceptability, etc.) are considered in close connection with the overall success of the strategy of the higher education institution in the market of educational services in Uzbekistan and the world. The end result of evaluating the effectiveness and acceptability of a higher education institution is the management of the university, which is ultimately determined by the high quality of education.

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### Introduction

While a person exists, he takes into account, based on his life experience, that in one way or another he possesses such qualities as perception, understanding of the world, separation of things and events. A manager is a person who makes organizational decisions and can implement these decisions through people. Decision making is an integral part of any management function, such as information exchange. The exchange of information is very important in the management of a higher education institution.

Today, in the modern smart system, special attention is paid to the management of the education system, the features of university management in a market economy, ways to optimize the management of higher education, to ensure its sustainable development in the market of educational services. The process of intensively building a knowledge-based economy makes knowledge one of the most important national resources. This situation poses new challenges for modern higher education institutions (universities) and education systems in general. There is a need to change the

management of universities in the education systems of leading countries, to increase their adaptability to new market conditions.

The Resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated November 28, 2019 "On additional measures for the gradual introduction of the principles of advanced public administration and smart governance in public administration" provides distance learning technologies for training, retraining and advanced training of professional managers for government agencies and organizations. The task is to gradually implement the principles of management and smart governance in public administration.

The gradual transition to the principles of smart management in the management of higher education, taking into account the higher, the specifics of the decision-making process in management and knowledge of the requirements for it are becoming urgent issues.

Decree of the President of the Republic of Uzbekistan dated February 7, 2017 "On the Strategy for the Further Development of the Republic of Uzbekistan" PF-4749 and the Decree dated October 8, 2019 "Concept for the Development of Higher Education in the Republic of Uzbekistan until 2030" PF-5847 set tasks to achieve these goals.

During analyzes of the education systems of leading countries, the need to increase the flexibility of universities in a market economy, the application of new modern principles of smart management was reflected in the following:

- Accelerate the updating of actively used knowledge, requiring new research and new educational programs;
- The need to provide, train and retrain personnel who are able to apply new technologies to work in a competitive environment;
- The need to turn higher education into a strategic direction for the development of the country and the region;
- Introduction of additional mechanisms to ensure openness and transparency of higher education institutions;
- Wide application of modern management methods in the management of higher education and automation of management processes, the implementation of innovative forms of management.

It should be noted that we need to think about the need to apply the principles of "smart" management, introducing information and communication systems in radically new management processes, characterized by rapid changes in the future, rather than some kind of jump in change. Here we are talking about a significant change in the development of higher education institutions.

The peculiarity of the management of the higher education system in the present period is that it can be admitted that the problems related to this process have recently been considered only within the framework of the education system.

A systematic approach is predominant in education management at all levels. Other criteria for evaluation of higher education (efficiency, acceptability, etc.) are considered in close connection with the overall success of the strategy of the higher education institution in the market of educational services in Uzbekistan and the world. The end result of evaluating the effectiveness and acceptability

of a higher education institution is the management of the university, which is ultimately determined by the high quality of education.

Each licensed higher education institution operates as a social education institution. Based on this, the priority of its activities is to coordinate and manage the activities of its constituent elements. Priority is given to the location of the higher education institution in the market of educational services through individual work with employers and applicants, ensuring the organization of the educational process in accordance with current state educational standards, the formation of material and technical base in accordance with existing educational programs, active use of media and other social networks. Within the framework of the location of the higher education institution and its practical activities, it is not a traditional socio-cultural and specific (collegial) management, but a harmonious combination of educational, scientific and enlightenment activities with its own characteristics in terms of methods of activity. It must be borne in mind that the broad socio-cultural mission is a peculiar union.

Today, the organizational and legal support of educational activities of higher education institutions is in accordance with the Constitution of the Republic of Uzbekistan, the Law of the Republic of Uzbekistan "On Education" adopted on September 24, 2020 (National Database of Legislation, 24.09.2020, No. 03/20/637/1313), a set of normative and legal documents (orders, letters, etc.), the governing bodies of the higher education system of the Republic of Uzbekistan, regardless of the organizational and legal form of the educational institution, its activities in accordance with the Sample Charter and the Charter of the higher education institution regulated.

The sole executive body of modern education is the rector or director of the higher education institution. In each educational institution of the higher education institution, the governing body of the educational institution, which includes a general council, as well as the board of trustees, the board of directors, the supervisory board and other collegial governing bodies are formed.

The management system of higher education institutions is distinguished by the presence of the board of the educational institution in the management system of other organizations. It is possible to consider the priority rules that determine the effectiveness of the management of educational institutions, the organization and operation of higher education, control over education, the process and results of educational activities:

- definition of the educational model;
- pay attention to taking into account the specifics of the mentality of the higher education institution in a particular area, its students and staff;
- existing ethical attitudes and stereotypes in a multi-ethnic and multi-religious situation;
- superior management methods in higher education;
- management culture and traditions of a particular organization;
- Features of the dynamics of the concept of social and cultural values, the specific economic, political and cultural period of society;
- organizational activity in a market economy;
- existence of "written" and "unwritten" norms of behavior;
- rules of conduct in the socio-economic sphere.

The advantages of organizational management in the context of market relations are characterized by its presence as an element of a competitive learning environment, education with a transition to a higher level of the existing model of efficiency, as well as a direction based on management style.

It is necessary to conduct regular economic analysis of the system of higher education services and the labor market and make appropriate decisions for its development. To develop these measures, it is necessary to establish information analysis units in higher education institutions and provide the population with information on the rating of training of highly qualified specialists and improve the mechanism of state control [6].

What is common to all levels of management is the appropriateness and effectiveness of the use of management resources to carry out the tasks of a particular department and the organization as a whole. It is impossible to imagine the educational process of a particular higher education institution without taking into account the specific features of the organizational and management system of the institution. It includes a number of structural and functional elements that have a certain hierarchical structure and interact on the basis of normally defined functional relationships. They are determined, among other things, on the basis of the management traditions specific to each higher education institution, the history of the higher education institution and the direct educational practice.

When talking about optimizing the management of a higher education institution, it should be noted that this type of management contributes to the testing and introduction of innovative technologies, high efficiency of available intellectual, information and material resources and the highest level of student teaching quality.

This process should be carried out taking into account the specifics of economic relations in the field of education, the principles of intelligent management of the system based on modern information and communication technologies. This is conditioned by the compatibility between the price and quality of educational services, which ensures the realization of the strategic advantage of a particular higher education institution at the international or national level, taking into account their acceptable nature for the employer.

Given the educational performance of a modern higher education institution, it is necessary to talk about its effectiveness or ineffectiveness and acceptability or non-acceptable management criteria. This is a criterion that determines the quality of management decisions. This indicator is an assessment of the compliance of the higher education institution with the quality criteria for the preparation of students, determined by the requirements of the current state educational standards.

In this regard, the integration process is underway in higher education institutions of the Republic of Uzbekistan for evaluation by international rating indicators. The QS international ranking of the strongest universities for developing countries in Europe and Central Asia for 2021 has been announced. According to him, 4 higher education institutions of Uzbekistan are included in the list of 400 higher-ranking higher education institutions. The position of a higher education institution in an international or national ranking determines the attractiveness of the educational institution.

The main principles of management aimed at improving the management efficiency of higher

education institutions are:

1. The principle of goal-orientation of functional interactions.
2. The principle of timely management decisions and their implementation.
3. The principle of reducing time costs.

4. The principle of production and the principle of rhythm, which determines the basis of the educational process in the training of specialists in higher education. The principle that complements these principles may be the principle of continuity [5].

The management process in a higher education institution is goal-oriented, continuous and periodic. Its effectiveness will depend on the success of the chosen strategy in a particular educational services market. The quality of the organization of the educational process is also a very important factor. Considering the higher education institution as an open system, it should be said that this openness contributes to the development of the society. At the same time, the existing internal norms that define the activities of the educational organization are the factors that determine the effectiveness of all elements of the higher education institution as independent organizations and within their functional relationships.

Analyzing the various areas, it is possible to draw conclusions about the marketing strategy for the development of universities and the possibility of their application in the higher education system of the country. However, attention should be paid to the following:

- Targeting - marketing strategies should be focused on the relevant goals of the university in a particular segment of the market, taking into account the needs of users of higher education services;
- profitability - the cost of marketing strategies, advertising, new types of educational services and the introduction of innovative products to the market should be assessed by the profitability of marketing Return on Sales – MROS and Return on Marketing Investments;
- for the preparation, collection, analysis and interpretation of marketing information using digital technologies using integrated information-marketing platforms [7].

Targeted management of a higher education institution is important both in determining the overall management policy of the organization and in terms of shaping the mission and strategy of the higher education institution.

In this regard, it is important to introduce in the management system of higher education institutions the criteria of "General management on the basis of quality", based on the concept of TQM (total quality management) - implemented in accordance with ISO 9000 standards. According to the basic provisions of this concept, the leaders of the organization (higher education institution) focus on coordination and integration of all key elements of the structure of the higher education institution, interact in the management of all departments, give each employee greater independence, contribute to high quality work [4].

Indeed, the training of specialists in a higher education institution based on the concept of TQM is currently the most desirable, as personal professional qualities are fully disclosed here and the interests of all teachers and workers as a subject of the educational process are realized, most importantly aimed at ensuring high quality training. It is also important in connection with the

implementation of the strategic principle of state education policy - to provide access to higher education for everyone who wants to receive it, which requires the continuous development of all structures of higher education that meet the requirements of educational standards.

At present, it is impossible to imagine an entire higher education institution without a system that works to optimize the interaction of all structural units of an effective higher education institution, to focus their activities on the results of activities. Ensuring the effectiveness of management decisions made and strictly monitoring their implementation is a priority. The content of management activities is focused on the following:

- development of the strategy and conceptual framework of educational activities of the higher education institution, the formation and implementation of innovative technologies of education and promising forms of organization of the educational process;
- development of normative, economic, methodological, organizational and managerial bases for optimization of educational process;
- coordination of the activities of educational and scientific departments of the structural units;
- control over the implementation of the educational process, its compliance with curricula and regulations;
- Ensuring the interaction of the structural units of the higher education institution in order to improve the quality of training of students in accordance with modern requirements, the implementation of the strategy for the development of educational activities of the higher education institution.

Thus, we can be sure that the gradual transition to the principles of "smart" management, which we consider effective and acceptable in the management of higher education, is a very important process facing higher education today. In today's era of information and communication technologies, there is an opportunity to create intelligent management systems that combine important aspects of the behavior of subordinates of the head of a modern higher education institution, related to the development of creativity.

Almost all countries in the world have at least a basic level of primary education. Education is a very important factor, it increases our knowledge and is the foundation that gives us an understanding of the endless possibilities that are offered to us. Higher education, on the other hand, plays an important role in providing us with theoretical and practical information on topics that apply to our daily lives. This is why it is so important that education systems have a perfect structure that brings them together, nurtures confidence and personality, broadens their thinking, and focuses on increasing their knowledge.

Students constantly want to study at a higher education institution that has the best education system. They want a quality education system with a teaching staff that supports them to improve their theoretical and practical knowledge. In our country, work is being done in this area and national rating systems of higher education institutions are being created. This means that each higher education institution will need to develop its own strategy in order to operate reliably in a competitive environment. To fully implement this strategy, it is necessary to look for opportunities to use smart

management systems.

In recent years, many studies have begun to focus on the importance and necessity of real activity when students work with real-life problems. It is important to design an education system that combines real and virtual environments to accommodate students in a real learning environment. In this regard, it is necessary to learn from the experience of developed countries and develop ways to implement it in Uzbekistan.

In the gradual transition to the implementation of smart management principles in higher education, it is advisable to follow the following principles: introduction of effective forms of combating corruption in the system of assessment of student knowledge, development of convenient infrastructure for students and graduates, management decisions Improving the efficiency and transparency of the adoption system, emphasizing the development of human capital in strategic planning, the introduction of innovative ideas, developments and technologies, strengthening parental and public control, improving the efficiency of educational services through integration into e-government, strengthening cooperation with developed educational institutions.

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