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Improving the Organizational and Economic Mechanism of the Modern Management System

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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.

Introduction

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 flexibility to the rapidly changing external environment, continuous development in the long term, and the efficiency of the activities of higher education institutions.

Meanwhile, in the "Concept of 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 dated October 8, 2019 No. PF-5847: gradual implementation of the "University 3.0" concept" at the same time "attracting foreign investments, expanding the scope of paid services

and establishing technoparks, foresights, technology transfer, start-up, accelerator centers in higher education institutions at the expense of other extra-budgetary funds and their The establishment of priority tasks such as "to bring the socio-economic development of the relevant sector, field and region to the level of scientific-practical institutions researching and forecasting" is becoming one of the urgent issues of researching the theoretical foundations of the formation of the management system of higher educational institutions and continuous improvement.

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 OTMs are characterized by the introduction of market mechanisms into their activities due to the transition 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 functional tasks of the management system of HEIs; 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, attention to the development of human capital has increased 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 losses.

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-theoretical aspects of the higher education management system.

According to the analysis of scientific sources, the issues of forming 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 that should 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 established 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, strengthening the material base and He 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 competitive personnel training in the educational system" prepared by O.S.Kahhorov, the effectiveness of management activities of higher education institutions, the interaction and factors of the effectiveness of the management system and management process, indicators of evaluation of the effectiveness of the educational institution and priority issues of personnel training departments were researched. .

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.

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.

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 acceptance of the interpretation given to the management and management 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.

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 unique features of the HEI management system. In this, attention is paid to the following issues: - analysis of the nature of economic theories that should be taken into account in the process of formation of the management system in higher education institutions; - study of global and national trends that have a direct impact on the HEI management system; - research of the main problems observed in the management system of higher educational institutions today; - clarifying the economic nature of the management system of the HEI based on the results of the analysis. 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 the documents prepared by international organizations, scientific research and analytical centers of different levels do not have a single approach to the trends observed in the activity of higher educational institutions and their nature. 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.

In particular, according to experts who participated in a social survey conducted at 170 US universities, the number of foreign students will decrease by up to 25 percent in the fall semester of 2020. The second trend is the popularization of higher education. During the last two years, this trend has been accelerated by the digitization of the educational process. But the popularization of higher education has created negative situations, such as the 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 HEIs may increase. The third trend is the increasing influence of

technological factors in higher education. First, as a result of the widespread use of information and then digital technologies, in addition to dramatically changing the landscape and configuration of education, it led to the emergence of essentially new structures in education. Education is changing from an interpersonal process to a technological process. However, digitalization processes in higher education have not developed uniformly.

In particular, as a result of the underdevelopment of IT structures in HEIs, the amount of unplanned expenses for establishing distance education has increased; lack of personnel capable of organizing an effective management system in crisis conditions, etc. With regard to the fourth identified issue, it should be noted that the main features that should be taken into account when organizing the management system of HEIs are as follows: firstly, HEIs do not have a separate mission and strategic goal. 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 in theory as the concept of subordination of HEI mission and goals 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 educational institutions on adapting the competences of trained specialists to the future requirements of the labor market, and on 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. Based on the above, it can be classified as: "Management in HEIs is a direction of activity aimed at the implementation of the goals and tasks defined in the national development strategies." On the other hand, it can be interpreted as "the management system of HEIs is a set of mechanisms and tools for setting the mission and strategic goals of HEIs based on the goals and tasks set in the national development strategies." The scientific conclusions mentioned above, as well as obtained by other economists as a result of the research of organizational and economic mechanisms, are mutually compatible in some respects, but differ significantly in other respects. In particular, almost all scientists note that organizational and economic mechanisms include an organizational and management structure, but the issue of forming organizational and economic mechanisms in accordance with the economic laws operating in real conditions, or the fact that these mechanisms are a single goal-oriented system, has been rarely studied in scientific research. Taking into account the lack of uniform approaches

to the economic mechanism in scientific sources, in our opinion, it is appropriate to refer to the scientific works of the American economists L. Hurwitz, R. Mayerson and E. Maskin, who received the international Nobel Prize for the theory of economic mechanisms in 2017. According to the theory of economic mechanisms developed by them, the mechanism can be developed only in conditions where the purpose of the activity is clear. But the conditions (environment) and means of achieving the goal are not always clear. In this case, the process of developing an economic mechanism is directed to the creation of single "game" rules that must be applied in any situation of activity. Based on this, it is appropriate to interpret it as "the organizational and economic mechanism of the HEI management system is a complex of regulatory and legal documents that determine the procedure for the implementation of the HEI mission and strategic goals based on the goals and tasks set in the national development strategies."

Conclusions and suggestions. As a result of the impact of socio-economic factors at the global and national level, the transformational processes in the management system of HEIs 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".

In our opinion, the implementation of the theoretical developments presented in the article can consist of the following stages: Stage 1. 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 regard, 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. Step In order to organize the effective operation of the HEI management system, a set of legal documents regulating horizontal, vertical and feedback mechanisms will be developed.

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