



STRATEGIC MANAGEMENT OF THE HIGHER EDUCATION SYSTEM AS AN ECONOMIC DIAGNOSTIC OBJECT

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ABSTRACT

During the years of independence, a lot of work was done in the higher education system of our country to train qualified specialists in accordance with the requirements of the time. Improving the quality of higher education, organizing the strategic management activities of higher education institutions on the basis of modern requirements, the correct assessment of innovative management activities are especially important in the preparation of qualified personnel in the higher education system. From this point of view, it is very important to conduct scientific research on the process of training competitive personnel in the higher education system, study the theoretical foundations of strategic management, as well as improve the methodological foundations of strategic management activities. The article discusses the features of the strategic management of the higher education system as an object of economic diagnostics. The role of economic diagnostics in ensuring the efficiency of the higher education system and the importance of the principles of diagnostics in strategic management are emphasized. Approaches to assessing the quality of higher education are based on the results expected by subjects interested in the educational process. A scientific conclusion and practical recommendations related to the economic evaluation of the strategic management of the quality of higher education are given.

Keywords: higher educational institution, strategic management, quality of higher education, higher education system, innovation management, action strategy professional qualities, humanitarian qualities, diagnostic principles, economic diagnostics, management decisions, public-private partnership, free competition.

Today, the new Uzbekistan is gaining its place in the ranks of the world community. Every industry in the country has been developed in a time-consuming and appropriate way, and updates are being observed in every area. Let's not go far, let's stop the reforms in education alone. The reason for this is that in the years that followed, there was a special emphasis on fostering a competitive environment in our country's school, higher education system, expanding public partnership and private sector resources, and bringing the population's coverage of higher education to the level of developed countries.

The state-of-the-art partnership system establishes the activities of non-governmental higher education institutions, provides youth with modern knowledge and skills at the level of world standards, and develops their abilities and talents. Speaking of which, it is worth noting that branches of new



universities, leading universities in the world, have been established, bringing the number of higher education institutions to 177.

The Law of the Republic of Uzbekistan "On Education" will undoubtedly reveal new directions in the development of this sphere. Accordingly, distance, inclusive forms of education have been introduced, educational organizations have been allowed to establish joint faculties and learning centers with foreign institutions, teachers have been given the right to freely choose modern pedagogical forms, teaching and training methods.

In a global climate, higher education is an objective need in the field of service. This increases the independence of higher education institutions in the development and adoption of strategic management decisions. Management of higher educational institutions in developed countries and the scientific organization of their analytical training will enable us to predict development strategies. In many ways, the effectiveness of management decisions is related to the management process in a higher educational institution and its results in a timely, comprehensive manner. This requires the use of modern methods and methods to evaluate the effectiveness of the management process in higher education institutions.

(Matthew 24:14; 28:19, 20) In world practice, the corporate activities of higher education institutions are traditionally considered by certain rules of the economic conundry in a certain external framework. At the same time, micro and macro-level analysis of economic influences has emerged. Economic diagnostics associated with analytical preparation of management decisions and improvement of their quality is a new direction of management analysis. In general, economic diagnostics has resulted from the need to drastically improve the quality of management and is directly related to the implementation of the innovative development strategy.

Managing higher education institutions in Uzbekistan as an economic system stems from the complexity of this system. In particular, the way higher education institutions use non-economic methods of making management decisions prevents them from finding ways to adapt to new institutional conditions. Currently, there are not enough simple, convenient and flexible methods of evaluating effectiveness in various parts of managing a higher education institution. In such conditions, the mechanism of economic diagnostics solves the problems of adapting higher educational institutions to new market conditions. Because governance based on the principles of economic diagnostics operates in the form of the prevention of incorrect decisions. Economic diagnostics identify problems at various levels, conduct comprehensive analysis and ensure reasonable decision-making, and are distinguished by the width and prospects of their capabilities. A comprehensive assessment of the effectiveness of the management process of a higher educational institution will be of interest to market entities and will be of relevance.

Analysis of the financial position of the organization in foreign countries examines the scientific and practical aspects of the implementation of economic diagnostics, such as liquidity indicators, liability coefficients, payment ability coefficients, calculation of profitability indicators, and comparison with the average in the network [1]. Research has also been carried out for the supervisors of higher educational institutions rich in practical advice, such as improving the system of working with, teaching



and evaluating students, analyzing quality processes, results and conclusions [2]. It has been noted that quality management and guaranteeing quality in higher education is a related process [3].

Research in CIS countries shows that the economic diagnosis of the company's potential provides information to organize control over the preparation and execution of management decisions as a complex research tool [4]. Economic diagnostics are based on comparison, use primary information as in the analysis and are aimed at improving economic activity [5]. The form of diagnostics of the economic potential of the enterprise represents a complex study, i.e. a simultaneous study of all components of economic potential [6].

There are foreign experience in modeling labor and higher education services markets in Uzbekistan [7], assessment of human capital management in higher education institutions [8], approaches and methods for evaluating the effectiveness of the management of educational institutions [9], ways to improve innovative work in the higher education system based on information technology [10], and other higher education management. Much of this research work is devoted to the study of marketing and management of higher education. It also explores the characteristics of the higher education system in Uzbekistan, integration into the world education system and its incompatible relationship with the labour market.

However, while the conduct of marketing research in higher education institutions includes certain systemic analysis elements of their economic diagnosis, they lack the principles of economic diagnostics. Because economic diagnostics is a way to determine the nature of problems in the corporate hierarchy. These features are characterized by deviations from the normal dynamics of various processes that take place in an organization and the speed at which the relevant indicators change. In particular, it will be necessary to study the methods of functioning as an economic system of a higher educational institution and evaluate its status. After that, prospective areas for the development problems of the higher educational institution and their solutions will be identified.

Currently, problems such as analytical support for management decisions and determining the functions of economic diagnostics in this process, and developing economic-diagnostic models in evaluating management decisions and effectiveness of a higher education institution are of relevance.

RESEARCH METHODOLOGY

In this work, research methods such as systematic and comparative analysis and generalization were used. Utilitarian, humanitarian and political-social approaches were opened in the analysis of the activities of the higher education system. Through such methods, the characteristics and stages of the implementation of the economic diagnosis of higher education institutions are determined. Economic diagnostics is an important element of the conduct of organizational and economic management processes in each university and is part of the information and information provision. It is known that management in its content will be aimed at ensuring the stability of the higher educational institution as a system and moving to a predetermined state. It will also focus on achieving certain goals in a changing environment while maintaining the main targeted nature of the strategic management system. The content of the management consists of processing information, continuing the acceptable



diversity of system elements, adhering to restrictions, regulating and modifying the interrelationship of elements. Information developed by making decisions is transformed into action. From this point of view, the successful implementation of strategic management will depend on the collection (selection) and proper processing of information. Diagnostics plays an important role between axb orotic collection and processing processes and management decision making, and the quality of decisions made directly depends on the extent to which diagnostics are performed. In general, diagnostics can be interpreted as a theory of methods and principles for identifying inconsistencies that may or may occur in the specific functions of the object being studied.

Diagnosis of an object being studied from an economic point of view is intended to improve the efficiency of its strategic management activities and to strengthen its viability in conditions of free competition and market relations.

ANALYSIS AND RESULTS

Economic diagnostics is an important element of the conduct of organizational and economic management processes in each university and is part of the information and information provision. It is known that management in its content will be aimed at ensuring the stability of the higher educational institution as a system and moving to a predetermined state. It will also focus on achieving certain goals in a changing environment while maintaining the main targeted nature of the strategic management system. The content of the management consists of processing information, continuing the acceptable diversity of system elements, adhering to restrictions, regulating and modifying the interrelationship of elements. Information developed by making decisions is transformed into action. From this point of view, the successful implementation of strategic management will depend on the collection (selection) and proper processing of information. Diagnostics plays an important role between information collection and processing processes and management decision making, and the quality of decisions made directly depends on the extent to which diagnostics are performed. In general, diagnostics can be interpreted as a theory of methods and principles for identifying inconsistencies that may or may occur in the specific functions of the object being studied. Diagnosis of an object being studied from an economic point of view is intended to improve the efficiency of its strategic management activities and to strengthen its viability in conditions of free competition and market relations.

The activities of a higher educational institution (OTM) also include economic processes, and its pedagogical and scientific processes take place without being separated from economic relationships. The OTM also has its own reproduction, which is expressed in certain indicators and dynamics of indicators. The economic diagnosis of the OTM sheds light on the causes and characteristics of changes in other processes by focusing on changes in farming activities. Economic diagnostics of the work of the OTM are based on the processing of information. To assist individuals desiring to benefit the worldwide work of Jehovah's Witnesses through some form of charitable giving, a brochure entitled Charitable Planning to Benefit Kingdom Service Worldwide has been prepared. It should be noted that the qualities of the economic processes taking place at the OTM also serve as a description of the extent to



which the purpose of teaching processes is achieved. In general, the purpose of economic diagnostics is to provide and base economic decisions (management, financial, organizational) information, which will ultimately be aimed at achieving the necessary quality of education.

Usually, the objective of the OTM is to prepare highly qualified personnel in the designated areas and to conduct scientific research in this regard. The differences between the desired results and the results achieved in achieving results from this task are viewed as a problem. Discernment is not evident in all cases. Therefore, identifying economic problems with the educational process is the main function of economic diagnostics. Of course, it is not intended to take diagnostics separately from the general chain of management decision-making at the OTM.

In fact, at all stages of information provision, information processing, and management decision-making, the management processing process will have to perform many of the tasks involved in diagnostic content. Because in most cases, the management decision-making process is divided into the following stages:

- identify and describe the problem;
- collect and process the necessary information on the problem;
- development and adoption of decisions;
- implementation of the decision;
- control over the implementation of the decision.

At all stages of information collection and processing, it is necessary to carry out the appropriate analytical tasks. Therefore, information-related work is carried out as information and information work in the development of management decisions. Specialized departments or services may also be involved in preparing and analyzing information. Individuals are involved in the making and analysis of management decisions. Economic diagnostics, on the other hand, is carried out in the form of an analysis of information collected and processed. Accordingly, the following 3 areas of analysis can be viewed as significant:

assessment of the state of activities on the provision of educational services, determination of changes in their regional aspects;

Study and evaluate the main factors that have led to changes in the educational potential of the OTM; Determination of reserves for improving the efficiency of the otm activity. Of course, economic analysis can distinguish a number of practical tasks: planned activities and their monitoring, rational use of labour, material and financial resources, search and quantitative expression of internal reserves, show the forms of interrelationship of economic conditions of OTM activities, scientific justification of plans, and elimination of factors that have a negative impact on otm activities.

It should be noted that while it is very difficult to distinguish between processes and concepts, such as diagnostics, supervision, analysis, and evaluation, it can be viewed as determining the truth and showing the cause of analysis in diagnostics. In this narrow sense, diagnostics is a logical basis for decisions from revealing the problem, and in a broad sense, to evaluate the problem, to distinguish it from other problems, to learn, and to clarify the situation. Diagnostics identifies which areas of OTM activity have factors and reasons that hinder achieving a common goal. To do this, the diagnosis relies



on numbers, compares numbers, and seeks to express in numbers the factors that caused the changes in the numbers as well. At the same time, it is based on a clear perception that the diagnostic object belongs to any category in each case and to know in advance certain important characteristics of that category.

An important aspect of economic diagnostics is that an object should be treated as a system. Such an approach prohibits the system from learning without separating itself from the environment in which the object operates.

The system has an important impact on the object, but the object cannot control its impact on the environment. The environment for economic diagnostics is a process that processes data collection and processing. For example, when obtaining information about the financial performance of the OTM, the accountant's account serves as a source, and the accuracy of the information depends on the rules and methods used by the accounting account.

Therefore, models should be at the center of diagnosis that allow you to visually imagine economic information. Because this condition makes it easier for diagnostics at all stages of OTM management. Information and information provision of management should serve as diagnostic models and base models for the system. Diagnostic models should be taken as a starting point in evaluating the quality of education and other targeted outcomes and identifying problems and establishing decisions.

It should be noted that in many cases, a specific question that a researcher is looking for answers remains the starting point for a common issue, as the initial answer raises new questions. They, on the other hand, form a connected integrity and reflect an important part of the reality. Similar situations arise in the search for answers to the problems of economic diagnosis of the OTM. In a global sense, higher education is not only the object and work of research but also higher education in the 21st century in the change in human nature and the development of socialized genetics.

In this regard, when considering the activities of the OTM, we believe that three aspects of education should be distinguished: utilitarian, humanitarian, and political-social. In a utilitarian approach, a student will have to acquire professional knowledge and skills enough to ensure competitiveness in the labor market. From a humanitarian point of view, the educational process should shape a person's relationship with other people as a person who seeks to promote their relationship with other people on the basis of humanitarian principles by gaining knowledge of society and nature. In a political and social approach, the OTM also performs tasks to develop its student as a politically and socially active person who is loyal to his homeland, who can understand his place in political and social life.

From an economic point of view, it would be more appropriate to view OTM activities as a service. A direct consumer of these services is the educator. However, in a broad sense, society can be obtained in a holistic way as a consumer of the educational service. First of all, society as a whole is interested in the services of education and the quality of education. Second, training is carried out primarily in a community organized (joint consumption). Third, the organization of the educational process outside society completely loses its content. Fourth, participation in the consumption of educational services at a very strong level affects everyone's position in society.



To provide educational services, appropriate resources must be allocated and spent. To assist individuals desiring to benefit the worldwide work of Jehovah's Witnesses through some form of charitable giving, a brochure entitled Charitable Planning to Benefit Kingdom Service Worldwide has been prepared. Even in conditions where the state's intervention in the economy is strong, the state appears as a consumer of personnel and determines the amount and quality of training in all directions. When the payer of educational expenses in conditions of a free market economy becomes a recruiter, the OTM will have to strive to fully adapt its services to the requirements of the labor market. In both cases, the humanitarian aspect of education does not lose its relevance, but it cannot be a priority. Of course, this aspect is always important to the teacher himself, his parents, and to society.

(Matthew 24:14; 28:19, 20) Jehovah's Witnesses would be pleased to support more than the few of Jehovah's Witnesses in your country. As a result of the acceleration of the development of science and technology, information and communication technologies and microprocessor technologies play a central role in the production resources in the economy. On the other hand, thanks to the creation of knowledge by the fields of science and education, the direct application of this knowledge, it is also difficult to imagine science and education, especially higher education, separately from the real sectors of the economy.

CONCLUSIONS AND SUGGESTIONS

One of the objectives of economic diagnostics is to draw conclusions about the trends in strategic management development of the OTM. At the same time, the following basic principles can be distinguished when diagnosing:

- the interdependence of the observed object and the monitoring system. The system of indicators used in economic diagnostics should accurately reflect the main characteristics of the object being studied;
- the principles implemented at the lower stages of economic diagnostics may also be generalized in the next phase, and the results of the principles implemented in any department should be comparable to those of other departments;
- a systematic approach to conducting economic diagnostics, which is intended to be implemented in a complex manner.

The system of indicators used for diagnostics must meet certain requirements. We tested:

The indicators used in economic diagnostics should include the indicators used in the certification and accreditation of the OTM, the interaction of indicators, and the origin of each other;

- the indicators used in the analysis must also be consistent with the system of indicators of national statistics, have adequate scopes, and be interpreted in the same way;
- there should be an opportunity to check the indicators and the results of their based analysis from a point of view that does not contradict objective reality;
- the indicators used should be synchronized from the point of view of the time of data acquisition and other necessary characters, reflecting the nature of the current state of the object.



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