

**TOSHKENT DAVLAT IQTISODIYOT UNIVERSITETI HUZURIDAGI
ILMIY DARAJALAR BERUVCHI PhD.03/31.05.2022.Ped.16.04 RAQAMLI
ILMIY KENGASH**

TOSHKENT DAVLAT IQTISODIYOT UNIVERSITETI

SHATURAEV JAXONGIR NARMAMATOVICH

**OLIV TA'LIM MUASSASALARI BOSHQARUV TIZIMINI
MODERNIZATSIYA QILISH (INDONEZIYA OLIV TA'LIM
MUASSASALARI TAJRIBASI ASOSIDA)**

13.00.07 – Ta'limda menejment

**Pedagogika fanlari bo'yicha falsafa doktori (PhD) dissertatsiyasi
AVTOREFERATI**

Toshkent– 2023

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по педагогическим наукам**

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on pedagogical sciences**

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KIRISH (falsafa doktori (PhD) dissertatsiyasi annotatsiyasi)

Dissertatsiya mavzusining dolzarbligi va zarurati. Jahonda ta'lim va fan ijtimoiy-iqtisodiy taraqqiyotning asosiy omili bo'lib, oliy ta'lim muassasalarini boshqarish tizimini modernizatsiya qilish va uning sifatini oshirish, erishilgan natijalarni aniqlash mexanizmlari hayotga tatbiq etilmoqda. Bugungi kunda rivojlangan davlatlarning ta'lim tizimida avtoritar va ma'muriy-byurokratik boshqaruv modelidan voz kechgan holda korporativ boshqaruv usuli keng yoyilmoqda¹. Oliy ta'lim muassasalarini boshqarish tizimini innovatsion g'oyalar, texnologiyalar va xorijiy tajribadan foydalangan holda modernizatsiya qilish bo'yicha zarur kompetensiyalarni shakllantirish bosqichma-bosqich amalga oshirilmoqda.

Dunyoning yetakchi davlatlarida oliy ta'lim muassasalari boshqaruv tizimini IT va innovatsion menejmentiga muvofiq modernizatsiya qilish yo'nalishi bo'yicha ilmiy tadqiqotlar olib borilmoqda. Oliy ta'lim tizimida zamonaviy ta'lim resurslaridan foydalanishni axborot-didaktik ta'minlash mazmunini rivojlantirish, iqtisodiy va boshqaruv modellarini nazariy umumlashtirish va muvofiqlashtirish orqali Oliy ta'lim muassasalarini boshqaruv tizimini xorijiy tajribalar asosida modernizatsiya qilish mexanizmlarini takomillashtirish bugungi kunning dolzarb mavzularidan biri xisoblanadi. Menejment tizimining ustuvorligi, sifat kafolati (Quality Assurance), IT-ga asoslangan bilimlarni boshqarish tizimi (Information Performance Management System), oliy ta'lim muassasalarida boshqaruvning mobil rivojlanishini takomillashtirish asosida matritsa va dasturiy ta'minotni takomillashtirish zamonaviy boshqaruv drayverlari, vazifalari va qo'llanilishi samaradorligini oshirish, innovatsion boshqaruvning samarador modelini ishlab chiqish zarurligini taqozo etadi.

Keyingi yillarda mamlakatimizdagi oliy ta'lim muassasalarida boshqaruv tizimini tubdan takomillashtirish, ta'lim sifatini oshirish, raqobatbardosh talabalarni yetishtirib chiqarish, bu borada raqobat muhitini yaratish bo'yicha amaliy yo'nalishlar yuqori saviyada amalga oshirila boshlandi. 2022-2026-yillarda O'zbekiston Respublikasini rivojlantirishning yangi strategiyasida "Oliy ta'lim qamrovini 50 foizga ko'tarish va ta'lim sifatini oshirish" muhim vazifa sifatida belgilangan². Bu vazifalarni muvaffaqiyatli hal etish mamlakatimizda oliy ta'lim muassasalari boshqaruv tizimi salohiyatini oshirishni taqozo etadi. Bundan tashqari, mamlakatimizda oliy ta'lim tizimini tubdan takomillashtirish, oliy ta'lim muassasalarida boshqaruv tizimini modernizatsiya qilish, xalqaro talablar darajasida yuqori malakali mutaxassislar tayyorlash uchun zarur shart-sharoit yaratish maqsadida keng ko'lamli ishlar amalga oshirilmoqda.

O'zbekiston Respublikasining Prezidentining 2019-yil 11-iyuldagi PF-5763-sonli "Oliy va o'rta maxsus ta'lim sohasida boshqaruvni isloh qilish chora-tadbirlari to'g'risida"³gi Farmoni, O'zbekiston Respublikasining 2020-yil 23-sentabrda

¹ Education Management Corporation (EMC) (<http://www.edu-mgt.com>).

² O'zbekiston Respublikasi Prezidentining 2022-yil 28-yanvardagi "2022-2026-yillarda Yangi O'zbekistonni rivojlantirish strategiyasi to'g'risida"gi PQ-60-son Farmoni. // www.lex.uz.

³ O'zbekiston Respublikasi Prezidentining 11.07.2019 yildagi "Oliy va o'rta maxsus ta'lim sohasida boshqaruvni isloh qilish chora-tadbirlari to'g'risida" PF-5763-son Farmoni. // www.lex.uz

“Ta’lim to’g’risida”gi Qonuni, O‘zbekiston Respublikasi Prezidenti Shavkat Mirziyoyevning Farmoni 2022-yil 28-yanvarda e’lon qilingan PF-60 sonli “2022-2026-yillarga mo’ljallangan Yangi O‘zbekistonning taraqqiyot strategiyasi”⁴ to’g’risida farmoni, O‘zbekiston Respublikasi Prezidentining 2019-yil 8-oktabrdagi PF-5847-sonli “Zamonaviy saralash tizimini yaratish chora-tadbirlari to’g’risida”⁵gi “O‘zbekiston Respublikasi davlat oliy ta’lim tizimini 2030-yilgacha rivojlantirish konsepsiyasi”, O‘zbekiston Respublikasi Prezidentining 2018-yil 30-maydagi PQ-3755-sonli “Istiqbolli boshqaruv kadrlarini tanlash to’g’risida”⁶gi qarori, O‘zbekiston Respublikasi Prezidentining 2017-yil 20-apreldagi PQ-2909 sonli “Oliy ta’lim tizimini yanada rivojlantirish chora-tadbirlari to’g’risida”⁷gi qarorida ilmiy laboratoriyalarni axborot-kommunikatsiya texnologiyalari bilan jihozlash chora-tadbirlari belgilangan.

O‘zbekiston Respublikasi Prezidentining 2017-yil 20-apreldagi PQ-2909-son “Oliy ta’lim tizimini yanada rivojlantirish to’g’risida”⁸gi va 2021-yil 24-dekabrda PQ-60-sonli “Davlat oliy ta’lim muassasalarining akademik va tashkiliy-boshqaruv mustaqilligini ta’minlash bo’yicha qo’shimcha chora-tadbirlar to’g’risida”⁹ qarorlari, 2021-yil 24-dekabrda PQ-61-sonli “Davlat oliy ta’lim muassasalarining moliyaviy mustaqilligini ta’minlash”¹⁰ qarori va shu kabi me’yoriy hujjatlar va ilmiy-tadqiqotlar dissertatsiyasi boshqaruv faoliyatiga oid boshqa tegishli me’yoriy-huquqiy hujjatlarda belgilangan vazifalarning samarali bajarilishini ma’lum darajada ta’minlashga xizmat qiladi.

Tadqiqotning respublika fan va texnologiyalari rivojlanishining ustuvor yo’nalishlariga mosligi. Mazkur tadqiqot respublika fan va texnikasini rivojlantirishning ustuvor yo’nalishi I. “O‘zbekiston Respublikasining ijtimoiy, huquqiy, iqtisodiy, madaniy, ma’naviy-ma’rifiy rivojlanishida innovatsion g’oyalar tizimini shakllantirish va ularni amalga oshirish yo’llari”ga muvofiq bajarilgan.

Muammoning o’rganilganlik darajasi. Respublikamiz ta’lim muassasalarini boshqarish tizimi, ta’lim muassasalari va uzluksiz ta’lim tizimi boshqaruv kadrlarini tayyorlash va qayta tayyorlash, oliy ta’lim muassasalarini boshqarish tizimi va funksional boshqaruvi integratsiyasi bo’yicha ilmiy izlanishlar bo’yicha ko’plab tadqiqotlar olimlar tomonidan tadqiq qilingan.

⁴ O‘zbekiston Respublikasi Prezidentining 28.01.2022 yildagi “2022 — 2026 yillarga mo’ljallangan Yangi O‘zbekistonning taraqqiyot strategiyasi to’g’risida” PF-60-son Farmoni. // www.lex.uz

⁵ O‘zbekiston Respublikasi Prezidentining 08.10.2019 yildagi “O‘zbekiston Respublikasi oliy ta’lim tizimini 2030-yilgacha rivojlantirish konsepsiyasini tasdiqlash to’g’risida” PF-5847-son Farmoni. // www.lex.uz

⁶ O‘zbekiston Respublikasi Prezidentining 30.05.2018 yildagi “Istiqbolli boshqaruv kadrlarini tanlov asosida tanlab olishning zamonaviy tizimini yaratish chora-tadbirlari to’g’risida” PQ-3755-son Qarori. // www.lex.uz

⁷ O‘zbekiston Respublikasi Prezidentining 20.04.2017 yildagi “Oliy ta’lim tizimini yanada rivojlantirish chora-tadbirlari to’g’risida” PQ-2909 son qaoiri. // www.lex.uz

⁸ O‘zbekiston Respublikasi Prezidentining 20.04.2017 yildagi “Oliy ta’lim tizimini yanada rivojlantirish chora-tadbirlari to’g’risida” PQ-2909-son Qarori. // www.lex.uz

⁹ O‘zbekiston Respublikasi Prezidentining 24.12.2021 yildagi “Davlat oliy ta’lim muassasalarining akademik va tashkiliy-boshqaruv mustaqilligini ta’minlash bo’yicha qo’shimcha chora-tadbirlar to’g’risida” PQ-60-son Qarori. // www.lex.uz

¹⁰ O‘zbekiston Respublikasi Prezidentining 24.12.2021 yildagi “Davlat oliy ta’lim muassasalariga moliyaviy mustaqillik berish chora-tadbirlari to’g’risida” PQ-61-son Qarori. // www.lex.uz

Ushbu muammoga oid ilmiy-nazariy va amaliy tadqiqotlar M.Xakimova, D.Ximmataliev, U.Begimqulov, U.Inoyatov, Ya.Ismadiyarov, R.Axlidinov, Sh. Qurbonov, E. Seyitxalilov, Q. Shodmonov, S. Turg'unov, A. Xo'jaev, M. Nig'matov, V. Sa'diev, R. Djuraev, M. Yo'ldoshev va boshqa olimlar tomonidan ilmiy-nazariy va konseptual asoslari yoritib berilgan.

Mustaqil Davlatlar Hamdo'stligining tadqiqotchi va olimlari A.Krouglov, E.Troitskiy, S.Yun, V.Vesnina, O.Vixanskiy, A.Gaponenko, L.Zaytsev, T.Zub, I.Mazur, B.Milner, A.Pankruxin, S.Popov, A.Porshneva, A.Prigojiy, N.Salomatina, M.Sokolova, R.Fathutdinov, M.Shifrinlar ijodida ham zamonaviy boshqaruv tizimini rivojlantirish borasida izlanishlar olib borilgan. Bundan tashqari, oliy ta'lim muassasalarini boshqarish masalalari A.Egorshin, S.Rezniklar ushbu sohani rivojiga munosib hissa qo'shgan olimlar xisoblanishadi.

Chet ellik olimlar J. Ngo, L.Mik, A.Mazorodze, P.Mxze, X.Xaugbakken, I.Langset, M.Albert, I.Ansoff, D.Shendel, R.Daft, P.Druker, R.Kaplan, P.Niven, D.Norton, F.Kotler, M.Meskon, A.Striklend, A.Tompsonlar o'z ilmiy ishlarida oliy o'quv yurtlari boshqarish tizimidagi amaliy va nazariy masalalarda munosib hissa qo'shganlar olimlar hisoblanishadi.

Mazkur yo'nalishda amalga oshirilgan ilmiy tadqiqot ishlari ko'lamiga qaramay, OTMLar boshqaruv tizimini isloh qilish, boshqaruv tizimi OTMLar istiqbolidagi rolini chuqurroq va to'liqroq tavsiflashga, shakllanish manbalarini aniqlashga, samaradorligini baholashga asoslangan tizimli yondashuvga asoslangan ilmiy tadqiqot ishlarini chuqurlashtirish talab etiladi. Shunga binoan OTMLar boshqaruv tizimini modernizatsiya qilishni nazariy va uslubiy tadqiq etish, uning shakllari, samaradorligi va boshqaruv mexanizmini tavsiflashning yangicha yondashuvlarini ishlab chiqishning ahamiyati ortib bormoqda. Ushbu muammoni hal etish zarurati tadqiqot mavzusini, maqsad va vazifalarini belgilashga imkoniyat yaratadi.

Tadqiqotning dissertatsiya bajarilgan oliy ta'lim muassasasining ilmiy-tadqiqot ishlari rejalarini bilan bog'liqligi. Dissertatsiya tadqiqoti Toshkent davlat iqtisodiyot universiteti huzuridagi "O'zbekiston iqtisodiyotini rivojlantirishning ilmiy asoslari va muammolari" ilmiy-tadqiqot markazining ilmiy-tadqiqot ishlari rejasi hamda Jahon Savdo Tashkiloti va Birlashgan Millatlar Tashkilotining «Ready4 Trade Central Asia» mavzusidagi (2022 yil – hozirgi kungacha) xalqaro loyihasi doirasida bajarilgan.

Tadqiqotning maqsadi oliy ta'lim muassasalari boshqaruv tizimini Indoneziya tajribasi asosida modernizatsiya qilish bo'yicha oliy ta'lim muassasalari boshqaruv tizimida ilg'or va "aqlli" texnologiyalarni tatbiq etishning "dolzarb nuqtalari"ni belgilab olish va tavsiyalar ishlab chiqishdan iborat.

Tadqiqotning vazifalari:

oliy ta'lim muassasalarini boshqarish tizimida zamonaviy boshqaruv drayverlarini tatbiq qilishning pedagogik imkoniyatlarini tahlil qilish;

oliy ta'lim tizimining rivojlanish tendensiyalari va davlat oliy ta'lim muassasalarini boshqarish tizimini modernizatsiya qilishning gibridd modelini takomillashtirish;

oliy ta'lim muassasalarini boshqaruv tizimi sohasida Indoneziya tajribasini tahlil qilish, tizimlashtirish va loyihalash algoritmini takomillashtirish;

oliy ta'lim muassasalarini boshqarish tizimida IT-ga asoslangan boshqaruv vositalaridan foydalanish samaradorligini baholash, takliflar va tavsiyalar ishlab chiqish.

Tadqiqotning obyekti sifatida xalqaro tajribalar asosida oliy ta'lim muassasalarini boshqarish tizimini takomillashtirish jarayoni belgilangan tadqiqot kuzatuvlarida Toshkent davlat iqtisodiyot universiteti, Indoneziya ta'lim universiteti, Guliston davlat universiteti va Farg'ona davlat universitetlari belgilab olingan va jami 400 nafar professor-o'qituvchilar hamda 200 nafar ma'muriyat xodimlari va 400 nafar talabalar ishtirok etdi.

Tadqiqotning predmetini xorijiy tajribalar asosida oliy ta'lim muassasalarini boshqarish tizimini modernizatsiya qilish hisoblanadi.

Tadqiqot usullari. Tadqiqot jarayonida qiyosiy tahlil, pedagogik eksperiment-test, kuzatish, anketa, test, monitoring, sotsiometrik usullar va matematik statistik tahlil usullaridan foydalanildi.

Tadqiqotning ilmiy yangiligi quyidagilardan iborat:

umumiy sifat menejmenti (TQM)ni O'zbekistondagi oliy ta'lim paradigmasiga kiritish orqali strategik maqsadlar, tadbirlar va institutsional loyihalarni aniq belgilash, qat'iy kuzatish va ularni baholash orqali ta'lim sohasida strategik samaradorlikka erishish asoslangan oshirilgan;

ta'lim samaradorligi ko'rsatkichlari bo'yicha xorijiy tajribalarning adaptiv assimilyatsiya modeli qarorlar monitoringi va jarayon samaradorligini baholash ko'rsatkichlarini kiritish asosida takomillashtirilgan;

oliy ta'lim muassasalaridagi menejment manfaatdor tomonlarning ish faoliyatini yaxshilash va ta'lim muassasasini boshqarish kontekstida strategik innovatsiyalarning institutsional samaradorlikka ta'siri taminlangan;

shaxsiy maqsadlarni belgilash, kuzatish va samaradorlikni baholashni o'z ichiga oluvchi individual samaradorlikni boshqarish tizimi (IPMS) bilan birgalikda sifat kafolati (QA) metodologiyalarini joriy etilish orqali oliy ta'lim boshqaruv tizimida samaradorlik oshishi asoslangan.

Tadqiqotning amaliy natijalari quyidagilardan iborat:

oliy ta'lim muassasalarini boshqarish tizimida chuqur, sog'lom va ijodiy muhitni shakllantirish, milliy kompetensiya va bilimlarni shakllantirish, kasbiy mahoratni oshirish bo'yicha takliflar ishlab chiqilgan;

oliy ta'lim muassasalari tizimida xorij tajribasi, ijodiy yondashuvlarga asoslangan boshqaruvning ilg'or va zamonaviy usullarini qo'llash, ijodkorlik muhitini yaratish, axborot texnologiyalariga asoslangan tashkiliy va boshqaruv mexanizmlarini takomillashtirish asosida ta'lim sifatini oshirishga erishilgan;

oliy ta'lim muassasalarini boshqarish tizimida axborot texnologiyalaridan keng foydalanish, shaffof va ijodiy muhit yaratish jarayonlari samaradorligi oshirilgan;

“Oliy ta'lim muassasalarini boshqarish tizimini modernizatsiya qilish (Indoneziya oliy ta'lim tajribasi asosida)” nomli monografiyasi chop etilgan.

Tadqiqot natijalarining ishonchliligi. Respublikamizda va xorijda yaratilgan ilmiy-tadqiqot, ilmiy va ilmiy-metodik tadqiqotlar davomida qo'llanilgan yondashuv va usullar, amaliyotchi o'qituvchilar tajribasi, tadqiqot vazifalariga mos va har birini to'ldiruvchi usullardan foydalanishga asoslanadi. Ushbu usullardan foydalangan holda qayta ishlanishi va o'ziga xosligi, tadqiqot natijalari amaliyot bilan bog'langanligi va tegishli davlat organlari tomonidan tasdiqlanganligi bilan belgilanadi.

Tadqiqot natijalarining ilmiy va amaliy ahamiyati. Tadqiqot natijalarining ilmiy ahamiyati oliy ta'lim muassasalarini boshqarish tizimini takomillashtirish, uni xorij tajribasi, ayniqsa, Indoneziya tajribasi asosida zamon talablariga moslashtirish va ilmiy-nazariy rivojlanishiga xizmat qilishdan iborat.

Mamlakatimizda "Innovatsion menejment", "Menejment", "Xodimlarni boshqarish", "Strategik menejment" hamda ularni takomillashtirishga qaratilgan ilmiy-tadqiqot ishlarida foydalanish mumkinligi bilan izohlanadi va kelajakda strategik rivojlanish variantlarini tanlash chora-tadbirlarini ishlab chiqishga yaqindan yordam beradi.

Tadqiqot natijalarining joriy qilinishi. Oliy ta'lim muassasalari boshqaruv tizimini modernizatsiya qilish (Indoneziya oliy ta'lim muassasalari tajribasi asosida) ilmiy tadqiqot ishlari asosida:

Oliy ta'lim muassasalari istiqbolli rivojlanish paradigmasida strategik maqsadlar, tadbirlar va institutsional loyihalarni aniq belgilash, kuzatish va baholash kabi funksional elementlar majmuasidan iborat umumiy sifat menejmentidan (TQM) foydalanishning zamonaviy ilmiy-uslubiy asoslarini mujassamlashtiruvchi "Global qiyosiy ta'lim" nomli multimedia elektron o'quv qo'llanmasi yaratilgan. Natijada, ta'lim sifatini modernizatsiyalashga pedagogik yondashuvlar salohiyatini tizimli ravishda baholash imkonini berdi;

Oliy ta'lim muassasalarini boshqarish tizimida adaptiv assimilyatsiya modelidagi qarorlar monitoringi va jarayon samaradorligini baholash ko'rsatkichlaridan foydalanish bo'yicha takliflari "Oliy ta'lim muassasalari boshqaruv tizimini modernizatsiya qilish (Indoneziya oliy ta'lim muassasalari tajribasi asosida)" monografiyasida (Toshkent davlat iqtisodiyot universiteti Kengashining 31.01.2023 yildagi 6-son qarori) izchil yoritilib, ta'lim boshqaruv tizimi amaliy faoliyatida foydalanishga qabul qilingan. Ushbu tavsiyalarni tizimli ravishda amaliyotga joriy qilish natijasida Oliy ta'lim muassasalarida xodimlarni samarali boshqarish vositalari va ta'limni boshqarish usullari takomillashtirildi;

Universitetlar ta'lim menejmenti tizimiga zamonaviy matritsaviy boshqarish tizimi kabi strategik innovatsiyalarni joriy qilish orqali ta'lim xizmatlari bozoridagi raqobat pozitsiyasini mustahkamlash bo'yicha takliflari Jahon Savdo Tashkiloti va Birlashgan Millatlar Tashkilotining "Ready4 Trade Central Asia" (Toshkent davlat iqtisodiyot universiteti huzuridagi "O'zbekiston iqtisodiyotini rivojlantirishning ilmiy asoslari va muammolari" ilmiy-tadqiqot markazining 2023-yil 14-iyundagi 01/2-137 – son ma'lumotnomasi) xalqaro loyihasida ham tatbiq etilgan. Natijada, xalqaro

tajribalardan foydalangan holda boshqaruv tizimini samarali modernizatsiya qilish ta'minlangan;

Oliy ta'limni boshqarish jarayoni dinamikligi va uzluksiz integratsiyalashuvini ta'minlovchi Ta'lim menejmenti sifat kafolati (QA) va integratsiyalashgan samaradorlikni boshqarish tizimidan (IPMS) foydalanish bo'yicha takliflari Ta'lim, fan va innovatsiyalar vazirligi huzuridagi Oliy ta'limni rivojlantirish ilmiy-tadqiqot va ilg'or texnologiyalarni joriy etish markazi amaliy faoliyatida foydalanilgan. (O'zbekiston Respublikasi Oliy ta'lim, Fan va Innovatsiyalar vazirligi qoshidagi oliy ta'limni rivojlantirish tadqiqotlari va ilg'or texnologiyalarni tatbiq etish markazining 2023-yil 17-martdagi 02/01-01-41-son ma'lumotnoma). Natijada, Oliy ta'lim muassasalari faoliyati keng spektrlari hisoblangan akademik, ilmiy-tadqiqot va innovatsion faoliyatlari pirovard maqsadlari uyg'unligini ta'minlovchi samarali kompleks boshqaruv tizimi arxitekturasini shakllantirishga erishilgan.

Tadqiqot natijalarining aprobatsiyasi. Mazkur tadqiqot natijalari 4 ta ilmiy-amaliy anjumanlarda, jumladan, 2 ta xalqaro va 2 ta respublika ilmiy-amaliy anjumanlarda muhokamadan o'tkazilgan.

Tadqiqot natijalarining e'lon qilinganligi. Dissertatsiya mavzusi bo'yicha jami 21 ta ilmiy ish chop etilgan, shulardan 1 ta monografiya, O'zbekiston Respublikasi Oliy attestatsiya komissiyasining doktorlik dissertatsiyalari asosiy ilmiy natijalarini chop etish tavsiya etilgan ilmiy nashrlarda 16 ta maqola, jumladan, 4 tasi respublika 12 tasi xorijiy jurnallarda nashr etilgan.

Dissertatsiyaning tuzilishi va hajmi. Dissertatsiya kirish, uch bob, umumiy xulosalar, foydalanilgan adabiyotlar ro'yhati hamda ilovalardan iborat. Dissertatsiyaning hajmi 170 betni tashkil etadi.

DISSERTATSIYANING ASOSIY MAZMUNI

Kirish qismida dissertatsiya mavzusining dolzarbligi asoslangan, muammoning o'rganilganlik darajasi bayon qilingan, tadqiqotning maqsadi va vazifalari, ob'ekti va predmeti aniqlangan, tadqiqot ishining fan va texnologiyalar yordamida oliy ta'lim muassasalari boshqaruv tizimini modernizatsiya qilishda ustuvor yo'nalishlariga mosligi ko'rsatilgan hamda tadqiqotning ilmiy yangiligi, natijalarning ishonchliligi, nazariy va amaliy ahamiyati, amaliyotga joriy qilinishi, e'lon qilinganligi, ishning tuzilishi borasidagi ma'lumotlar keltirilgan.

Dissertatsiyaning "**Oliy ta'lim muassasalarini boshqaruv tizimini modernizatsiya qilishning ilmiy-nazariy asoslari**" deb nomlangan birinchi bobida oliy ta'lim muassasalari boshqaruv tizimini xorijiy tajribalar asosida modernizatsiya qilish va boshqarish faoliyatini innovatsion takomillashtirish jarayonlari pedagogik muammo sifatida o'rganilgan va tahlil qilingan. Oliy ta'lim muassasalari boshqaruv tizimi xodimlarining pedagogik jarayonlardagi faoliyati samaradorligi va boshqarish faoliyatiga tayyorlashni innovatsion takomillashtirish mexanizmlari asoslab berilgan.

Oliy ta'lim muassasalari boshqaruv tizimi sohasidagi islohotlar mazkur jarayonni boshqarish mexanizmlarini takomillashtirish ya'ni mazkur jarayonni

an'anaviy uslublaridan voz kechib, ijtimoiy-iqtisodiy taraqqiyot talablariga mos keladigan, demokratik prinsiplarga, axborot texnologiyalarni boshqaruv tizimida, xususan ta'lim sifatini yaxshilashga asoslangan ta'limning boshqaruv tajribasini egallashni taqozo etmoqda. Shunday ekan, OTMLar pedagogik jarayonlarni tashkil etish va boshqarish yo'nalishlari pedagogik jarayon sub'ektlari faoliyatini takomillashtirish, hamkorlikdagi boshqaruv faoliyatini samarali tashkil etish va muvofiqlashtirish, o'zini - o'zi boshqarish va takomillashtirishga erishish bilan bog'liq jarayonlarni qamrab oladi deb aytish mumkin.

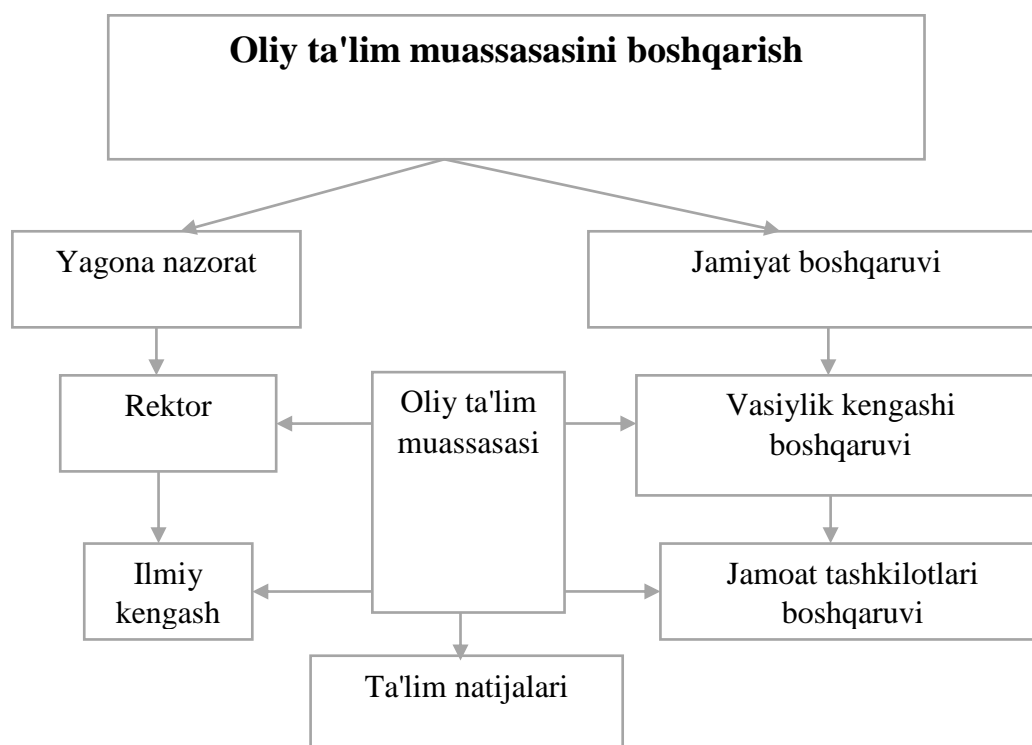
O'zbekiston Respublikasi Prezidentining 2019-yil 8-oktabrdagi "O'zbekiston Respublikasi oliy ta'lim tizimini 2030-yilgacha rivojlantirish konsepsiyasini tasdiqlash to'g'risida"gi PF-5847-son Farmonida, "O'zbekiston Respublikasining oliy ta'lim tizimini 2030-yilgacha rivojlantirish konsepsiyasini tasdiqlash to'g'risida"¹¹gi Qarori, uning imkoniyatlari va yo'nalishlari Respublikamizda oliy ta'lim tizimini 2030-yilgacha rivojlantirish konsepsiyasi asosida raqamli iqtisodiyotda ta'lim muassasalarini strategik boshqarish tizimini takomillashtirish ustuvor vazifa etib belgilangan.

So'nggi yillarda O'zbekiston Respublikasi oliy ta'limi ko'p jihatdan Prezident Shavkat Mirziyoyev tomonidan belgilab berilgan va O'zbekiston oliy ta'lim muassasalarining global raqobatbardoshligini oshirish bilan bog'liq vazifalar tufayli yangi rivojlanish bosqichini boshdan kechirmoqda. Davlatimiz rahbarining yangi imzolangan "O'zbekiston Respublikasi oliy ta'lim tizimini 2030-yilgacha rivojlantirish konsepsiyasini tasdiqlash to'g'risida"¹²gi qarorida belgilangan yangi maqsadlar, yangi loyihalar, O'zbekiston Respublikasi universitetlarining jahonning yetakchi ilm-fan va ta'lim markazlari orasida raqobatbardoshligini oshirish konsepsiyasi shakllantirildi. Shu bilan birga, ushbu pozitsiyalarga erishish usullari va vositalari butunlay noaniq bo'lib qolmoqda. Ko'rib chiqilgan faktlarni hisobga olgan holda, mamlakat oliy rahbariyati tomonidan belgilab berilgan ustuvor yo'nalishlarni hisobga olgan holda chet el universitetlarining boshqaruv tizimini o'rganish va mahalliy oliy ta'lim muassasalarida tadbiq qilish maqsadga muvofiqdir. Zero, O'zbekistonda oliy ta'lim muassasalari boshqaruv tizimi chuqur islohotlarga muhtoj xolatga kelib qolgan. Amaldagi tizim eskirgan va samarasiz bo'lib, sifatli ta'limning yetishmasligi va o'quvchilarning qoniqish darajasining pasayishiga olib keladi. O'zbekistonda oliy ta'lim muassasalarini boshqarish tizimini takomillashtirish uchun resurslarni ko'paytirish, professor-o'qituvchilar va talabalar o'rtasidagi aloqani yaxshilash, texnologiyalardan samaraliroq foydalanish zarur. O'zbekistonda oliy ta'lim muassasalarini boshqarish tizimini takomillashtirishning eng muhim qadamlaridan biri kadrlar salohiyatini oshirish professor-o'qituvchilar va talabalar uchun mavjud resurslarni ko'paytirishdan iborat.

¹¹ O'zbekiston Respublikasi Prezidentining 08.10.2019 yildagi "O'zbekiston Respublikasi oliy ta'lim tizimini 2030-yilgacha rivojlantirish konsepsiyasini tasdiqlash to'g'risida" PF-5847-son Farmoni. // www.lex.uz

¹² O'zbekiston Respublikasi Prezidentining 08.10.2019 yildagi "O'zbekiston Respublikasi oliy ta'lim tizimini 2030-yilgacha rivojlantirish konsepsiyasini tasdiqlash to'g'risida" PF-5847-son Farmoni. // www.lex.uz

Uchinchi avlod universitetlari yuqori raqobatbardosh, xalqaro bozorda o'z o'rnini yoqotmaydigan, ilmiy ishlanmalar asosida o'z moliyaviy xolatini yaxshilashga qaratilgan boshqaruv tizimiga ega yangi avlod ta'lim muassasalari deb qaraladi. Bular turli sohalaridagi kompaniyalar, nodavlat tadqiqot va loyihalash tashkilotlari, investorlar, professional xizmat ko'rsatuvchi firmalar, shuningdek, nou-xau karusel modelida boshqa universitetlar bilan hamkorlik qiluvchi tarmoq universitetlaridir. Bunday universitetning maqsadi tadqiqot va ta'limning an'anaviy missiyalariga qo'shimcha ravishda o'zlarining nou-xaularidan foydalanishdir.



1-rasm. Oliy ta'lim muassasasining boshqaruv sxemasi

Ushbu tizimning asosiy tuzilishi quyidagilardan iborat:

- davlat ta'limi kodeksiga muvofiq mulk shaklidan va mehnat turidan qat'i nazar, ta'lim va kadrlar tayyorlashni ta'minlovchi oliy ta'lim muassasasi;
- oliy ta'limni rivojlantirish uchun zarur ilmiy-tadqiqot ishlarini olib boruvchi ilmiy-pedagogik tashkilot;
- ta'lim davlat tomonidan, shuningdek, ta'lim bilan chambarchas bog'liq bo'lgan muassasalar, birlashmalar va tashkilotlar tomonidan boshqariladi.

Ta'lim tizimini boshqarishda faoliyatni tartibga solish tamoyili ham muhim o'rin tutadi. Ta'lim tizimi va uni yaratish muammosi kelajakda iqtisodiyotning xilma-xilligini hisobga olgan holda doimiy takomillashtirishni taqozo etadi. Aynan mana shu tamoyil ta'lim tizimini boshqarishda ijodiy yondashishni taqozo etadi. O'qituvchi o'quv faoliyatining u yoki bu turiga ijodiy yondashadi, o'zining va o'quvchining faoliyatini tez rivojlantirishga, uni eng yuqori sifatda bajarishga, natijalarni solishtirish va baholashga, o'z va o'ziga xosligini o'zgartirish bo'yicha xulosa chiqarishga harakat qiladi. Tez o'zgaruvchan ta'lim tizimida yetakchi jamoaning moslashuvchanligi prinsipi qo'llaniladi. Yuqorida ta'kidlanganidek, bu holat o'quv

faoliyatining xilma-xilligi, mavzuning xilma-xilligi va sub'ektning xilma-xilligi va faoliyatning individualligida namoyon bo'ladi.

1-jadval

Ta'limni boshqarishning asosiy prinsipi

No	Prinsiplarning nomlari
<i>I. Vazifalarni boshqarishga qaratilgan</i>	
1.	Muammoni hal qilishda ijodiy yondashuv (muammoga e'tibor qaratish uchun ijodiy fikrlashdan foydalanish)
2.	Muntazam ravishda ta'limni islohotlarni amalga oshirish (siyosat - rejalashtirish - amalga oshirish - rivojlanish monitoringi)
3.	Vaziyatli tashvish buzilishi (vaziyatga va bo'ysunuvchilarga moslashish qobiliyatidan oshib ketish)
4.	Xalqaro OTMlar bilan o'zaro hamkorlikni yo'lga qo'yish (aniq maqsadlar, foydali fikr)
<i>II. Amalga oshirishga qaratilgan</i>	
5.	Guruh va muloqot a'zolarining hamkorligi
6.	Xaridor uchun yopiq (mijoz, so'rovni bajarish uchun manfaatdor shaxs)
7.	Ijobiy munosabat, qulay muhit va shaxslararo muloqot (hamkasblarni qo'llab-quvvatlash va hurmat qilish qobiliyati)
8.	Xodimlarning vakolatlarini kengaytirish va malakasini oshirishni qo'llab-quvvatlash (vakolatni oshirish va kasbiy rivojlanish imkoniyatlarini taqdim etish)

Manba: Principles of Educational Management. B. M. Taiwo and C. O. Fashiku 2022.

Oliy ta'lim muassasasini barqaror o'zini-o'zi rivojlantiruvchi tizimga aylantirish bugungi kunda universitet boshqaruvi sohasidagi asosiy maqsaddir. Ushbu maqsadga erishish ko'p jihatdan universitet rahbari tomonidan qo'llaniladigan boshqaruv mexanizmlarining samaradorligiga bog'liq. Ijtimoiy-iqtisodiy tizim sifatida oliy ta'lim muassasasini boshqarish mexanizmlarining asosi maqsadlarni belgilash va ularga erishishning ustuvor yo'nalishi bo'lishi kerak (ya'ni, boshqaruv tizimi oliy ta'lim muassasasi uchun ehtiyojlarni qondirishdan iborat bo'lgan asosiy maqsadga yo'naltirilgan bo'lishi kerak).

Hozirgi vaqtda yangi hukumat ta'lim standartlari doirasida o'qituvchilarni quyidagi mutaxassislik kompetensiyalari turlari bo'yicha baholash taklif etilmoqda: fan, tizimli, shaxslararo, instrumental, ta'lim faoliyati doirasidagi funksional, ilmiy, uslubiy, va innovatsion islohotlar shular jumlasidan. Rahbar xodimlarni kasbiy faoliyatini mezon asosida baholash jarayonini ishlab chiqishda rahbarlik, o'qituvchilik kasbi va pedagogik faoliyatini uning rivojlanish dinamikasida va yangi fanga oid fan va amaliy yutuqlarning tavsiyalarini hisobga olgan holda ko'rib chiqish muhim ahamiyatga ega. Tashkilot xususiyatlarining tashqi muhit bilan mosligini tahlil qilish tashqi muhit sharoitlarini va tashkiliy tuzilma turini solishtirish imkonini beradigan qiyosiy tahlildir. Uning qadriyati shundan iboratki, undan "yangi" tashkiliy tuzilmani loyihalashda yoki tashkilot faoliyati shartlari o'zgarganda "eski" tuzilmani qayta loyihalashda tavsiyalar ko'rinishida foydalanish mumkin. Oliy ta'lim muassasalari tashkiliy xususiyatlarining tashqi muhit bilan aloqada bo'lishi, unga mosligi tahlilini quyida berilgan javdalda ko'rish mumkin.

Boshqaruvning tashkiliy tuzilmalarining tasnifi

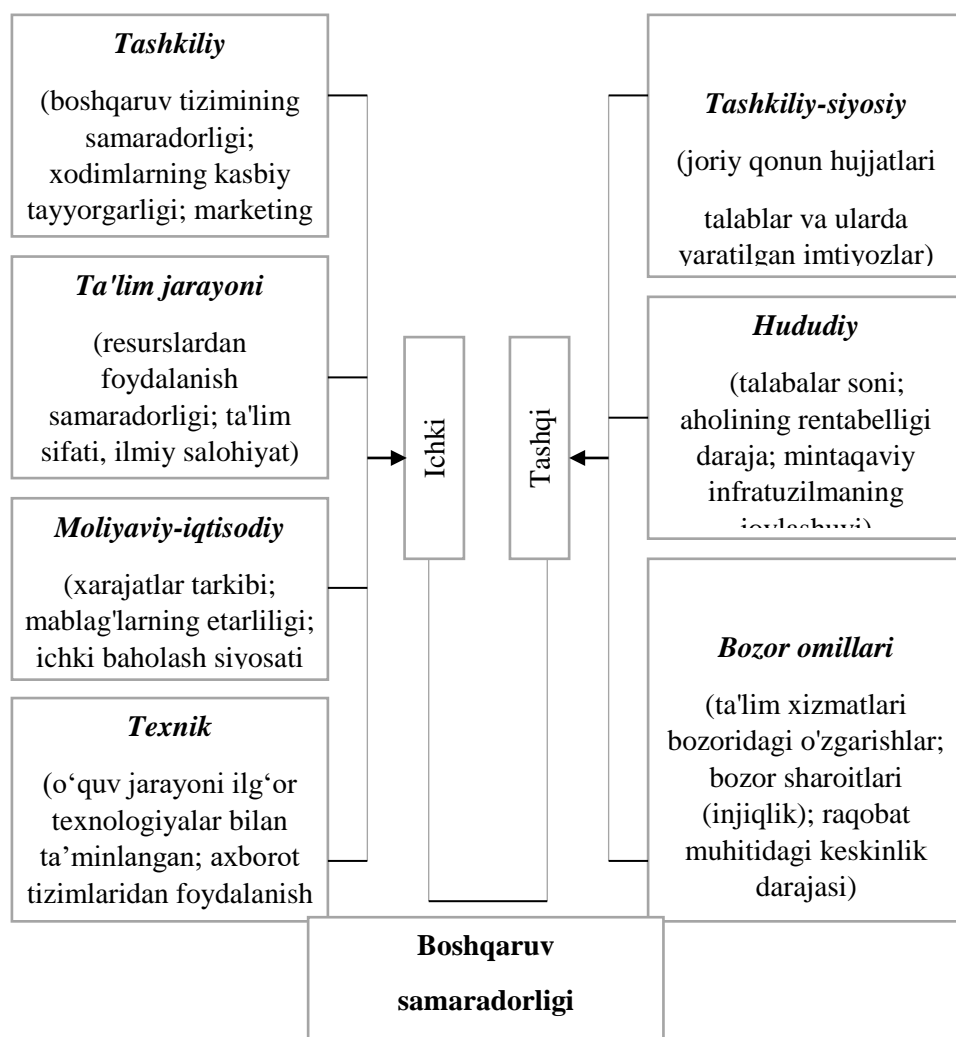
Turi	Byurokratik (mexanistik)	Adaptive (organic)	Kombinatsiyalangan (gibrid)
Turi	Chiziqli	Proyektiv Matritsa Tarmoqqa ulangan	Chiziqli-funksional (shtapel) Divizion - funksional Konglomerat
Qo'llash sohasi	Funksional bo'lim	Bu tez o'zgaruvchan muhitda ishlaydigan kompaniyalar uchun javob beradi	U xo'jalik birlashmalarining (xoldinglar, ko'p tarmoqli tashkilotlar) tashkiliy shakllari tarkibida qo'llaniladi
Afzallik	Barqaror tashqi sharoitlarda ishlaydigan kichik tashkilotlar	Moslashuvchan harakatchanlikka ega bo'ladi	Tashkilot faoliyatini operativ tartibga solish imkoniyati
Kamchilik	Majburiyat va vakolatlarni, qarorlarni aniq taqsimlash	Tashkiliy murakkablik	Boshqaruvning yaxlitligi va muvofiqlashtirilishini ta'minlash qiyin

Manba: Muallif tomonidan empirik tadqiqot natijalari asosida tuzilgan

Dissertatsiyaning “**Oliy ta’lim muassasalarida xalqaro boshqaruv usullarini tatbiq etish va modernizatsiya qilish**” deb nomlangan ikkinchi bobida oliy ta’lim muassasalari boshqaruv tizimini modernizatsiya qilish drayverlari, xalqaro boshqaruv usullarini mahalliy OTMLlarda tatbiq qilish, rahbar xodimlarni ish samaradorligida axborot texnologiyalar yordamida oshirish, talim sifatini yaxshilash kabi masalalar tahlil etilgan.

Oliy ta’lim muassasasini barqaror o’zini-o’zi rivojlantiruvchi tizimga aylantirish bugungi kunda universitet boshqaruvi sohasidagi asosiy maqsaddir. Ushbu maqsadga erishish ko’p jihatdan universitet rahbari tomonidan qo’llaniladigan boshqaruv mexanizmlarining samaradorligiga bog’liq. Ijtimoiy-iqtisodiy tizim sifatida oliy ta’lim muassasasini boshqarish mexanizmlarining asosi maqsadlarni belgilash va ularga erishishning ustuvor yo’nalishi bo’lishi kerak (ya’ni, boshqaruv tizimi oliy ta’lim muassasasi uchun ehtiyojlarni qondirishdan iborat bo’lgan asosiy maqsadga yo’naltirilgan bo’lishi kerak).

Ta’lim siyosatini amalga oshirish, tashkilotning strategik maqsadlari va sifat nazorati OTM vakolatiga kiradi. Turli metodologiyalarni, xususan, strategiyalarni boshqarish va jarayonlarni boshqarishning afzalliklarini oshirish uchun integratsiya uchun asos zarurligi aniq. Dissertatsiyaning asosiy maqsadi OTMLar uchun strategik rejalashtirish, jarayonlarni takomillashtirish va sifatni ta'minlashni yagona integratsiyalashgan model sifatida ta'minlash imkonini beradigan ushbu boshqaruv tizimini yaratishdir.



2-rasm. Oliy ta'limda ta'sir etuvchi omilning boshqaruv mexanizmi bilan o'zaro bog'liqligi

Manba: Muallif tomonidan empirik tadqiqot natijalari asosida tuzilgan

Biroq, bilimlarni boshqarish (Knowledge Management) umumiy sifat menejmenti bilan birlashtirilishi va OTMlarni boshqarish tizimini modernizatsiya qilish bo'yicha Indoneziya tajribasi sifatida kuzatilishi mumkin. Umumiy sifat menejmenti (Total Quality Management)ni O'zbekistondagi oliy ta'lim paradigmasiga kiritish orqali TQM yondashuvidan oliy ta'lim siyosatida boshqaruv usuli sifatida qo'llanilishi kutilmoqda. TQM strategiyasi tashkilotga tashqi omillarning o'zgarishiga javoban yuzaga keladigan o'zgarishlarni oldindan bilish va tobora kuchayib borayotgan raqobat muhitida oliy ta'limning operatsion samaradorligini ta'minlash uchun doimiy takomillashtirishni amalga oshirish uchun afzalliklarni taqdim etadi.

O'zbekistondagi oliy ta'limda umumiy sifat menejmentini (TQM) joriy etish orqali tashkiliy tizimlar sifatini doimiy ravishda oshirish muhimligiga universitetlar, ham davlat universitetlari, ham nodavlat universitetlar o'rtasidagi kuchli raqobat ta'sir ko'rsatmoqda. Universitetlar va sanoat o'rtasidagi hamkorlik har ikki tomon uchun foydalidir. TQM strategiyasi kompaniyalarga doimiy takomillashtirishda yordam beradi, shuning uchun ular tashqi sharoitdagi o'zgarishlarga javoban yuzaga keladigan o'zgarishlarni oldindan bilishlari va tobora raqobatbardosh bo'lib

borayotgan muhitda oliy ta'limning operatsion samaradorligini kafolatlashlari mumkin.

TQM sifatga qaratilgan puxta va doimiy strategiyani qo'llaganligi sababli, uni amalga oshirish muassasa muvaffaqiyatini ta'minlaydi. Oliy ta'limda TQMni joriy etishning to'rtta yo'nalishi taklif qilingan, xususan: 1) iste'molchi (talabalar) talabini qondirish uchun boshqaruv roli qarorlarini qabul qilish jarayonlari bilan bog'liq oliy ta'lim funksiyasi va boshqaruvini takomillashtirish; 2) TQM falsafasini ta'lim jarayoniga tatbiq qilish orqali amalga oshiriladigan ta'limga TQM integratsiyasi; va 3) o'qish va o'qitish jarayonida TQMni ta'lim berish usuli sifatida tatbiq etish.

Ikki yoki undan ortiq o'zgaruvchilar orasidagi korrelyatsiyalarni topish Pearson usuli yordamida amalga oshiriladi. Assotsiatsiyaning kuchini va ikkita ball taqsimotidagi farqlar o'rtasidagi munosabatlar yo'nalishini ko'rsatadigan korrelyatsiya koeffitsienti munosabatlar darajasini baholash uchun, ayniqsa miqdoriy ma'lumotlar uchun ishlatiladigan o'lchovdir. Ushbu tadqiqotda foydalanilgan o'zgaruvchilar uzluksiz o'zgaruvchilar bo'lganligi sababli, Pearson Product Moment korrelyatsiyasi ishlatilgan. Bu usul 1 dan 4 gacha bo'lgan gipotezalarni tekshirish uchun qo'llaniladi. Bu quyidagicha bo'ladi:

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Bu erda: X va Y ikkala o'zgaruvchining natijalari
 N - o'rganilgan mavzular soni

Chi kvadrat yondashuvidan foydalanib, 5 dan 8 gacha bo'lgan gipotezalar sinovdan o'tkaziladi. Ushbu uslub ikki yoki undan ortiq namunalar ma'lumotlariga asoslangan chastotalar farqi gipotezasi to'g'ri yoki yo'qligini aniqlash uchun ishlatiladi. Chi kvadrat tenglamasi: formuladan foydalanib, jadval 2×2 bo'lsa, uni aniqlash mumkin.

$$\chi^2 = \frac{N(ad - bc)^2}{(a + b)(c + d)(b + d)}$$

Bu erda: N = sub'ektlar yoki shaxslar soni

Universitetning rejalashtirish bosqichidagi navbatdagi bosqichi har bir universitet fuqarosining rollari, maqsadlari va mas'uliyatini takrorlash orqali batafsil ish tavsifini yaratishdan iborat; xodimlarning malakasini oshirish va ularning kadrlar sifatini oshirish uchun o'qitish tamoyiliga rioya qilish; va har bir xodimning e'tiborini jamoaviy ish va kooperativ fikrlashga yo'naltirish uchun o'zaro funksional jamoa konsepsiyasini amalga oshirilishi maqsadga muvofiq. SWOT tahliliga asoslanib, universitetlar har doim sifatni yaxshilash bo'yicha ishlab chiqilgan strategiya va dasturlar orqali ta'lim standartini yaxshilash uchun keyingi uch yil uchun o'z maqsad va vazifalarini belgilaydilar.

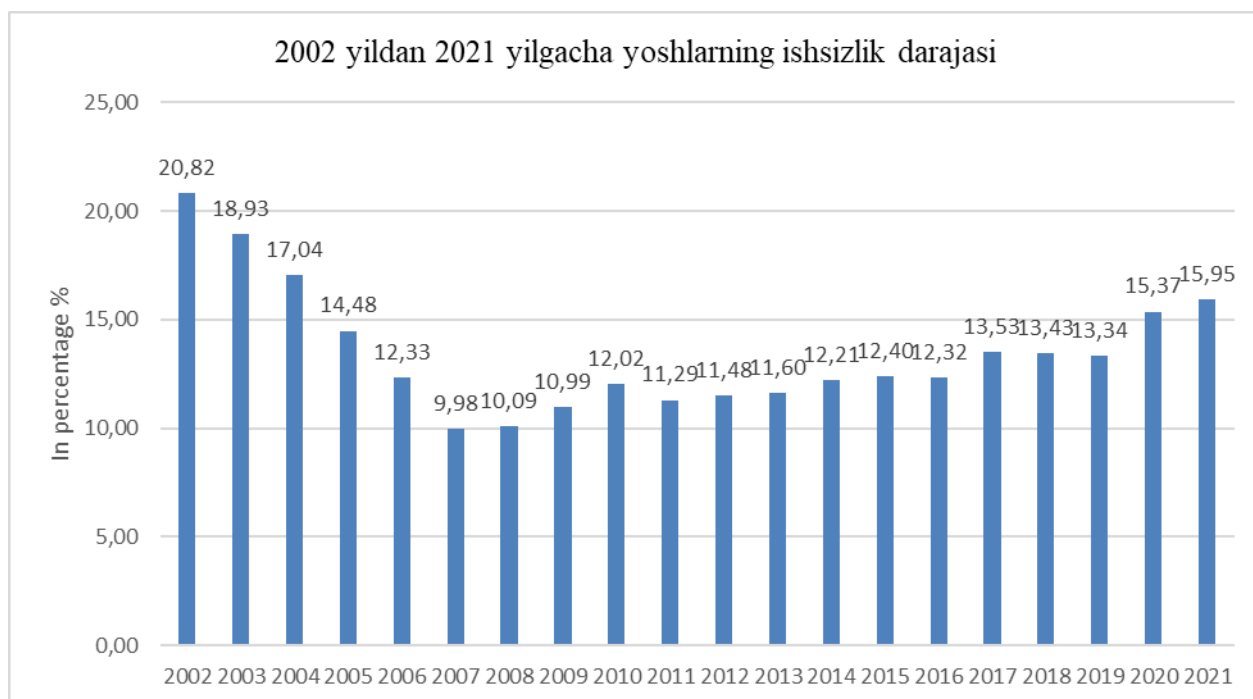
O'zbekiston oliy ta'limini 2030-yilgacha modernizatsiya qilish konsepsiyasi, bilim va ko'nikmalar (Knowledge & Skills) mustaqil ish tajribasi, o'z-o'zini huquqiy anglash darajasi va shaxsiy fazilatlarini baholash mezonlari bilan to'ldirildi. Yangi avlodning federal ta'lim standartlari "kompetentlik" deb nomlangan yangi toifaga o'tishni e'lon qildi, bu bilim va ko'nikmalarni qo'llash qobiliyati, umumiy turdagi muammolarni hal qilishda amaliy tajribaga asoslangan muvaffaqiyatli harakat qilish talab etiladi. Shu tariqa O'zbekiston hukumati ta'lim sohasini, eng muhimi, oliy ta'lim tizimini isloh qilishga harakat qilmoqda. Bu sohaga katta e'tibor qaratish, xorijiy investorlarga O'zbekiston hududida xalqaro universitetlarning filiallarini tashkil etish imkonini berish.

O'zbekiston Respublikasi Boloniya jarayonini (Boloniya deklaratsiyasi 1999 yil) qabul qilganligi sababli, hukumatning, asosan, Oliy va o'rta maxsus ta'lim vazirligi oliy ta'lim sohasida jiddiy islohotlarni amalga oshirish vaqti allaqachon kelganligini hisobga olishi kerak. Universitet xodimlari va talabalari oliy ta'lim muassasalarini boshqarish tizimi qay tarzda yo'lga qo'yilgani, ta'lim berish va talabalarda kasbiy ko'nikmalarni shakillantirish, o'quv-tarbiya faoliyati jarayoni qanday yo'lga qo'yilgani so'roq ostida qolmoqda.

Bugungi kunda oliy ta'lim muassasalarining asosiy maqsadlari oliy ma'lumotli ishchi guruh bilan ta'minlashga qaratilgan. Biroq o'quvchilarga berilayotgan ta'lim sifatini nazorat qilish dolzarb masala hisoblanadi. Yillar davomida sifatsiz bitiruvchilarning ta'minlanishi yoshlar o'rtasidagi ishsizlikning (3-rasm) 15% dan oshishiga sabab bo'ldi.

Bu oliy ta'lim muassasalarini boshqarish tizimida yangi islohotlarni amalga oshirish orqali ta'lim sifati va boshqaruv xodimlarining ish samaradorligini oshirishga olib keladi. Boshqaruv mutaxassislarini tayyorlash tizimini yangilashning ahamiyati davlatning ijtimoiy-iqtisodiy rivojlanish vazifalari bilan belgilanadi. Mamlakat va viloyatlarda aholining umumiy ijtimoiy faolligiga, uning jismoniy tayyorgarligi darajasiga salbiy ta'sir ko'rsatuvchi salomatlik holatidagi xavfli tendensiyalarni bartaraf etish zaruriyati yetakchi o'rinlarni egallab turibdi. Shundan kelib chiqib, menejment sohasidagi mutaxassislariga, ya'ni menejerlarga talab keskin ortadi. Shu bilan birga, o'z kasbining ustasi bo'lgan professional kadrlarga, xalqaro reytinglarda katta o'rinlarni egallab turgan yuqori malakali kadrlarga hamon talab yuqori.

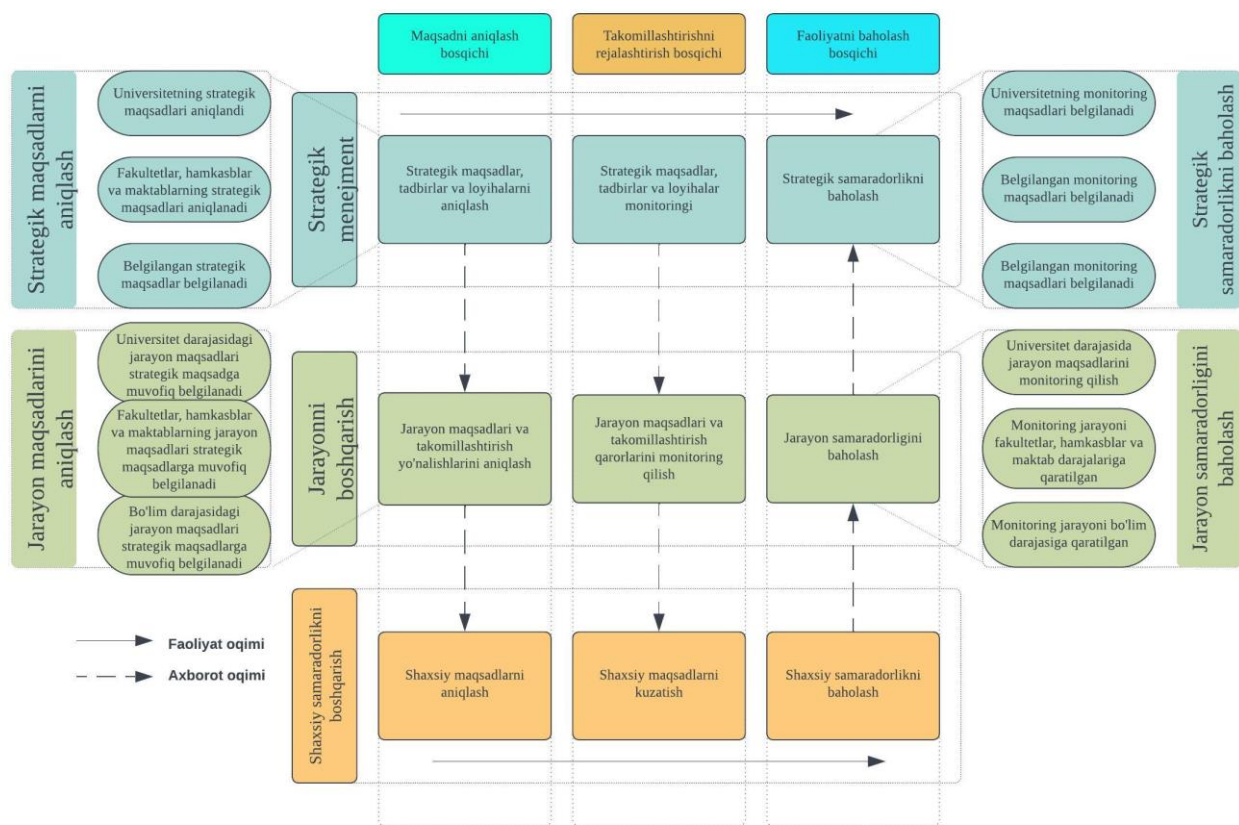
Ta'lim muassasalari bitiruvchilari sonining ko'payishi bunday mutaxassislarni kasbiy tayyorlash tizimini o'zgaruvchan ijtimoiy-iqtisodiy talab va sharoitlarga moslashtirish bilan birga ta'minlanishi kerak. Bu rahbarlik kasbining nufuzini oshirish, pedagogika yo'nalishidagi oliy ta'lim muassasalarining hududlardagi boshqa oliy ta'lim muassasalariga nisbatan raqobatbardoshligini yanada oshirish zarurligidan dalolatdir.



3-rasm. O‘zbekistonda yoshlarning ishsizlik darajasi 2002-2021 yillar dinamikasi

Manba: Muallifning empirik tadqiqot natijalari asosidagi ishlanmasi

Bunday holatda OTMLar boshqaruv tizimini modernizatsiya qilish orqali, ta’lim sifatini oshirish, OTMLar yetishtirib berayotgan mutaxassislar sifatini nazorat qilish ustuvor masalalardan biri hisoblanadi. Tatqiqotchilarning Indoneziya tajribasi asosida ishlab chiqilgan oliy ta’lim muassasalari boshqaruv tizimi modernizatsiya qilish modelini amaliyotga tatbiq qilish boshqaruv tizimi xodimlari, professor-o’qituvchilar va OTMLar bitiruvchilari malakasi va sifatini yaxshilashga qaratilgan islohotni boshlanish nuqtasi vazifasini bajaradi. Xodimlar nomuvofiq va adolatsiz ish tavsiflari, samaradorlik ko’rsatkichlari, maqsadlar va standartlar, shuningdek, mehnat shartnomasida va tasdiqlangan ish tavsifida KPA (Key Performance Area)larning tatbiq qilish ba’zi qiyinchilik vujudga kelishi kuzatiladi. Shuningdek, OTMLar xodimlarining IPMS boshqaruvi bo’yicha kam ko’rsatma olishlari va ko’rsatma xodimlarga emas, balki rahbar xodimlar va nazoratchilarga qaratilganligi bilan bog’liq muammolar ham bor edi. Ishlayotgan tizimdan qat’i nazar, xodimlar tushunmaydigan tizimga ishonmaydilar. Axborot samaradorligini boshqarish tizimi (IPMS) boshqaruvida rahbar xodimlarning ahamiyati ortib borayotganligi sababli, o’z bo’limlarida xodimlarning ish faoliyatini baholash uchun zarur bo’lgan yetakchilik va IPMS boshqaruv qobiliyatiga ega bo’lgan menejerlarni o’rgatish, qo’llab-quvvatlash va rivojlantirish juda muhimdir.



4-rasm. OTMLar boshqaruv tizimini modernizatsiya qilishda ishlab chiqilgan sifat kafolati (QA) va axborot samaradorligini boshqarish tizimi (IPMS) integratsiyalashgan modeli

Manba: Muallifning empirik tadqiqot natijalari asosidagi ishlanmasi

Yuqoridagi model, oliy ta'lim muassasalari boshqaruv tizimini tubdan isloh qilishga, ta'lim sifatini yaxshilash bilan birga, OTMLar rahbar xodimlarini ish samaradorligini yaxshilashga yordam beradi. Rahbar xodimlar o'z vazifalarini to'g'ri bajarishlariga ishonch hosil qilish uchun bo'lim ichidagi aralashuv taktikasi va yondashuvlarini muvofiqlashtirishi mumkin. Bu ko'nikmalarning barchasi yaxshiroq ishlashi uchun ta'lim va yordamning yangi shakllari talab qilinadi. Tashkilotlarda samaradorlikni boshqarishning maqsadi oliy o'quv yurtlarida xodimlarning mas'uliyatini va tashkiliy samaradorlikni oshirishdan iborat. OTM rahbarlarining xodimlarning ish faoliyatini yaxshilashi mumkin bo'lgan IPMSni tushinishlari va ulardan foydalanishlari haqida chuqurroq bilimga ega bo'lish uchun ushbu konseptual hujjat ushbu tadqiqot usulidan foydalangan. Institutsional baholash tizimini, muassasani baholash mezonlarini va natijalarga erishishda xodimlarning yordamini o'rganish orqali tadqiqotchi menejerlarning bilimlari va xodimlarning IPMSlarini qo'llashini baholashga muvaffaq bo'ldi. Muhim boshqaruv vazifalari, shu jumladan mavjud operatsiyalarni nazorat qilish va xodimlarning ish haqi va lavozimlarini oshirish bo'yicha kelajakda qaror qabul qilishga tayyorgarlik ko'rish IPMS ma'lumotlaridan foydalanishni talab qiladi. Xodimlarning ish faoliyatini baholashga alohida e'tibor berilishi OTMLarning mas'uliyatini oshirishga bo'lgan intilishlarining

ortib borayotgani bilan bog'liq. Xodimlarni baholash - akademik mutaxassislar o'z ish faoliyatining bir qismi sifatida to'g'ri qabul qilishlari kerak bo'lgan muhim mavzu. Shunday qilib, institutsional ma'murlar rag'batlantiruvchi kompensatsiya va ish faoliyatini baholash tizimini yaratish bo'yicha eng yaxshi amaliyotlardan xabardor bo'lishi kerak. Natijada, menejerlar o'zlarining baholash va baholash tizimlarini doimiy ravishda o'lchash, baholash, kompensatsiya qilish, loyihalash va o'zgartirishlari kerak.

Dissertatsiyaning **“Oliy ta’lim muassasalari boshqaruv tizimini modernizatsiya qilish bo’yicha tadqiqot ishi va uning tahlili”** deb nomlangan uchinchi bobida ilgari belgilangan maqsadlarga qanday qilib samarali erishish mumkinligi va buning uchun nima qilish kerakligi haqidagi savolga javob berish, olib borilgan tadqiqot ishining natijalari va uning tahlili keltirilgan. Tajribalardan ko'zlangan maqsad oliy ta'lim muassasalarini boshqarish tizimini modernizatsiya qilish, jumladan, ta'lim sifatini oshirishda o'quv rejalarini, dasturlari va darsliklarini takomillashtirish va joriy etishning zamonaviy yondashuvlar asosidagi rolini ko'rsatish va ularga baho berishdan iborat. Shuningdek, tizimli o'zgarishlar bosqichma-bosqich, uzluksiz va uzviy ravishda amalga oshirilganligi sababli oliy ta'lim muassasalarini boshqarish tizimiga xalqaro tajribaga asoslangan zamonaviy yondashuvni joriy etish, tashkiliy-uslubiy tizimni joriy etish tajriba-sinov ishining asosiy vazifasi hisoblanadi va bilimlarni boshqarish (Knowledge Management) tizimini joriy etish tizimini boshqarish mexanizmlari, Information Performance Management System (IPMS) va Quality Assurance (Sifat kafolati) integratsiyalashgan modeli kiritilgan o'zgarishlarning ta'lim sifatiga ta'sirini aniqlashdan iborat.

Ekspirimental ishning asosiy gipotezasi oliy ta'lim muassasalarini boshqarish tizimini modernizatsiyalash jarayoniga ta'limni boshqarish fanining talablari asosida tashkiliy-metodik tizimni boshqarishda zamonaviy yondashuvni joriy etish, ya'ni takomillashtirilgan o'quv dasturidan iborat, multimedia o'quv dasturi, monografiya va darsliklar, o'quv jarayoni-uslubiy ta'minot asosida uslubiy resurslarni joriy etishni tashkil etish orqali ta'lim sifatini oshirishni ta'minlaydi.

Oliy ta'lim muassasalarini boshqarish tizimini modernizatsiya qilish bo'yicha tajriba-sinov ishlarini tashkil etishda ilmiy-tadqiqot vazifalaridan kelib chiqqan holda quyidagi vazifalar belgilandi:

oliy ta'lim muassasalarining ta'lim sohasidagi asosiy tendensiyalarga muvofiq oliy ta'lim muassasalarida faoliyat yuritayotgan talabalar va professor-o'qituvchilarning pedagogik imkoniyatlarini aniqlash va natijalarini tahlil qilish;

oliy ta'lim tizimini rivojlantirish tendensiyalari va davlat oliy ta'lim muassasalarini boshqarish tizimida xalqaro tajribaga asoslangan boshqaruv jarayoniga integratsiyalashgan modelni qo'llash hamda zarur me'yoriy-huquqiy hujjatlarni tayyorlash (uslubiy va ilmiy tavsiyalar asosida) hamda eksperimental sinovdan o'tkazish;

tizimli yondashuvni nazarda tutuvchi oliy ta'lim muassasalarini boshqarish tizimini modernizatsiya qilishning loyihalash algoritmini ishlab chiqish va ularni boshqaruv sohasida qo'llash natijalarini olish.

Oliy ta'lim muassasalarini boshqarish tizimini modernizatsiya qilish samaradorligini aniqlash maqsadida professor-o'qituvchilarning faoliyatini baholash maqsadida yuqori, o'rta va past ko'rsatkichli ko'rsatkichlar ishlab chiqildi.

Yuqori daraja – oliy ta'lim muassasalarining reyting ko'rsatkichlariga to'liq jalb etilgan va yuqori natijalarga erishgan professor-o'qituvchilar va rahbarlar faoliyatining yaxshilanganligi.

O'rta daraja - bu oliy ta'lim muassasalarining reyting ko'rsatkichlariga to'liq jalb qilingan va o'rtacha natijalarga ega bo'lgan professor-o'qituvchilarning ish faoliyatini yaxshilash.

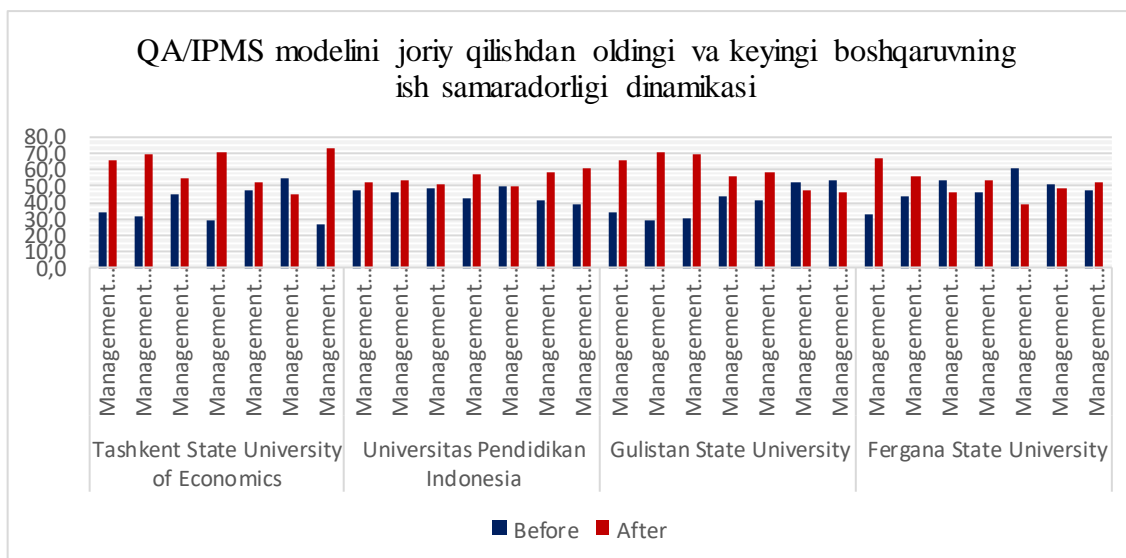
Past daraja – past natijalarga erishgan va oliy ta'lim muassasalari reytingi ko'rsatkichlarida qisman ishtirok etgan professor-o'qituvchilar faoliyatining yaxshilanganligi.

Tajriba va nazorat guruhlarida jami 400 nafar professor-o'qituvchilar va 200 nafar rahbar xodimlar va 400 nafar OTM talabalari ishtirok etdi. Bundan eksperimental guruhlarga ikki bosqichda olib borildi. Birinchi bosqichda ishlab chiqilgan model amalga oshirishdan oldingi holatda va amalga oshirilgandan keyingi holatda o'tkazildi. Quyida (5-rasm) yangi tashkil etilgan boshqaruv tizimining modelini joriy etishdan oldin boshqaruv va o'quv ishlari bo'yicha kuzatuv natijalari ko'rsatilgan.

Oliy ta'lim muassasalarini boshqarish tizimini modernizatsiya qilishga qaratilgan ilmiy-tadqiqot ishlari bo'yicha tajriba-sinov ishlarida talabalar o'rtasida ham natijalarga erishildi. Oliy ta'lim muassasalarini boshqarish tizimini modernizatsiya qilish maqsadida talabalarga "Ta'limni boshqarish" fanidan saboq berilib, ushbu fan bo'yicha ularning baholash natijalari olindi. Tanlangan guruhlarda ishlab chiqilgan dasturlar asosida nazariy va amaliy mashg'ulotlar o'tkazildi. Birinchi kuzatuv "Oliy ta'lim muassasalarining boshqaruv tizimi va akademik farovonligiga talabalar hissasi" mavzusida bo'ldi.

Toshkent davlat iqtisodiyot universitetida moliyaviy ishlar boshqarmasidan tashqari qolgan ishlar MS Modelini joriy etish orqali kengaytirildi. Oliy ta'lim muassasalari rahbariyatining mehnat samaradorligi to'g'risidagi so'rovnoma jami 100 nafar ma'muriy-pedagogik xodimlar jalb etilgan. Indoneziya ta'lim universitetida menejmentning har bir sohasida olib borilayotgan tadqiqotdan oldin va keyin farq bor.

Ma'muriyat, o'quv-tarbiya jarayoni, professor-o'qituvchilar va talabalarni boshqarish sohasida bosqichma-bosqich rivojlanish qayd etildi. Farg'ona davlat universitetida esa umuman boshqacha. Amalga oshirilgan yangi model asosan universitet boshqaruvini boshqarish tizimini ishlab chiqdi. Toshkent davlat iqtisodiyot universitetida ma'muriy xodimlar har bir holatda 50% dan ortiq, Guliston davlat universitetida ham, Farg'ona davlat universitetida ham 45-50% oralig'ida bo'lsa, Indoneziya ta'lim universitetida tadqiqot natijasidan ko'rinib turibdiki, kuzatuvning har bir sohasi bo'yicha deyarli 60% tashkil etadi.



5-rasm. QA/IPMS Modelini joriy qilishdan oldingi va keyingi boshqaruvning ish samaradorligi dinamikasi

*Izoh: Yangi tashkil etilgan OTM boshqaruv tizimining modeli joriy etilishidan oldin va keyin boshqaruvning ish samaradorligi

*Izoh: 100 ta ma'muriyat va o'qituvchilar so'roq jarayoniga jalb qilingan

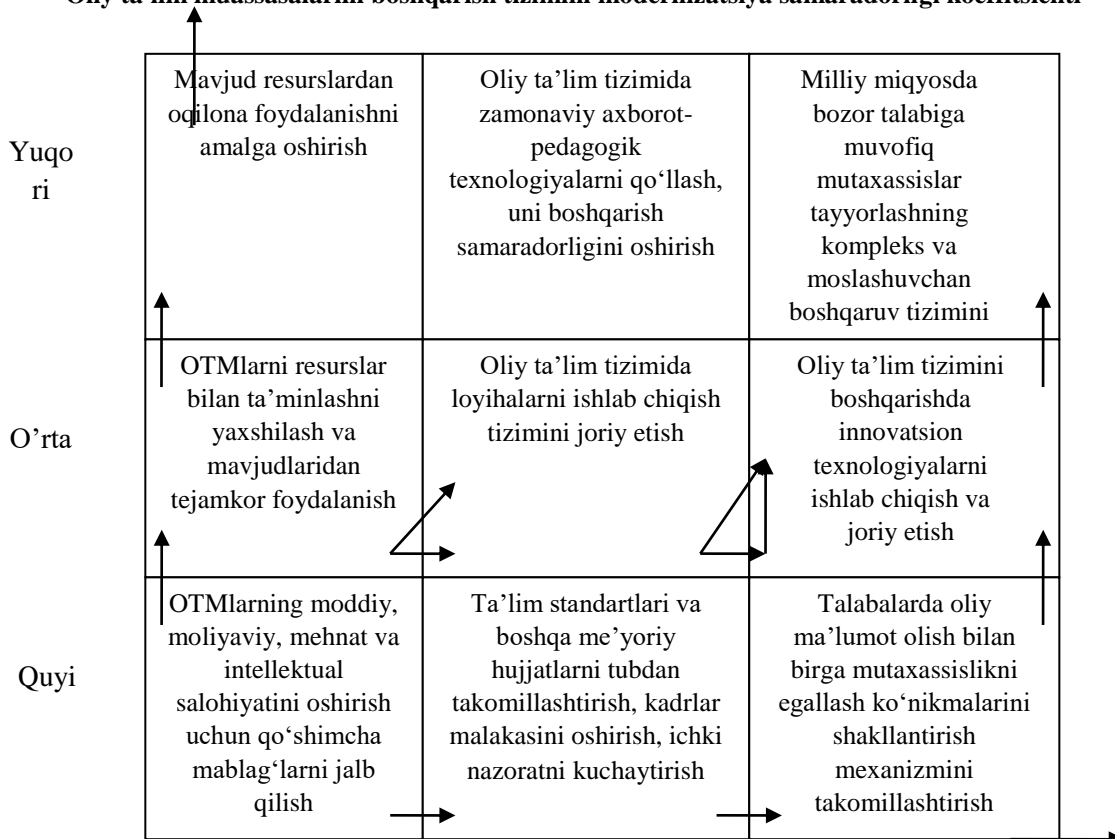
Manba: Muallifning empirik tadqiqot natijalari asosidagi ishlanmasi

Umumiy natijalarni shakllantirish jarayonida tarafimizdan ishlab chiqilgan oliy ta'lim muassasalarining innovatsion tizimini modernizatsiya qilishning maqsadga muvofiqligini baholash maqsadida tizimga kompleks baho berildi. Boshqaruv samaradorligini integral baholash koeffitsientining "quyi", "o'rta" va "yuqori" darajalari bo'yicha boshqaruv samaradorligini o'lchash usuli ishlab chiqilgan.

4-jadvalda ham juft-juftlik koeffitsienti mavjud bo'lib, birlashtiruvchi koeffitsienti (X_i, X_j) matritsasini ko'rish mumkin. Bu holatda eng muhim holatga sababchi omil dinamik bog'lanish bilan chambarchas bog'liq. Ya'ni, sababchi omillar guruhida multikollinearlik mavjud bo'lishi kerakligi maqsadga muvofiq. Agar ikkita ta'sir etuvchi omil guruhida juft korrelyatsiya koeffitsienti qiymati 0,7 dan katta bo'lsa, ko'p kollinearlik mavjud deyiladi. Ogohlantiruvchi omillar guruhidagi bog'lanish zichligi 0,7 dan katta. Korrelyatsiya matritsasidagi juftlik bog'lanish koeffitsientlarini umumlashtiruvchi qisman, bashorat qiluvchi omil tahlilida ko'p kollinearlik mavjud emas. Juftlik koeffitsienti qiymatidan, ya'ni tanlangan omilning yacheykasidagi kuchli bog'lanishning hosil bo'lgan omil bilan zichligi quyidagicha aniqlandi ($r_{Y,X1}=0,6005$, $r_{Y,X2}=0,5667$ ba $r_{Y,X3}=0,7546$).

O‘zbekiston Respublikasida oliy ta’lim tizimini boshqarishni takomillashtirish bo‘yicha qo‘llanma (muallif/ishlab chiquvchi)

Oliy ta’lim muassasalarini boshqarish tizimini modernizatsiya samaradorligi koeffitsienti



Tanlangan omilning birlashtiruvchi matritsasi

	Y	X ₁	X ₂	X ₃
Y	1			
X ₁	0,600509685	1		
X ₂	0,566749203	0,998936381	1	
X ₃	0,75457076	0,977721501	0,96828207	1

$r_{X_1, X_2} \leq 0,8$; $r_{X_1, X_3} \leq 0,8$; $r_{X_2, X_3} \leq 0,8$ Shaplapga ko'ra, omillar klasterida ko'p kollinearlik mavjud emas.

Ushbu jadvaldan ko'rinib turibdiki, dinamik bog'lanish koeffitsienti ulanishlar zichligini oshiradigan natijaviy omil (Y) va hissa qo'shuvchi omil (X_i). Shuning uchun dinamik bog'lanish koeffitsienti natija omili sifatida oliy ta'lim muassasalarini boshqarish tizimini modernizatsiya qilish qobiliyatining integral ko'paytmasi – Y

multiplikatori va harakatlantiruvchi omil – faoliyatni boshqarish qobiliyati multiplikatori (X_1), vazifalarni boshqarish qobiliyati multiplikatori hisoblanadi. (X_2), natijani boshqarish qobiliyati multiplikatori - (X_3) birlashtiruvchi bog'liqliklar mavjudligidan dalolat beradi.

5-jadval

Toshkent davlat iqtisodiyot universiteti boshqaruv mahoratini integral multiplikator o'zgarishining empirik modelining ko'p faktorli ekonometrik modelning taxminiy koeffitsienti kompilyatsiyasi

Bog'liq o'zgaruvchi: Y - OTMni boshqarish qobiliyatining integral multiplikatori				
Usul: eng kichik to'rt oyoqli uchi				
Vaqt oralig'i: 2019-2022				
Yopiq kalit: 21				
O'zgaruvchan	Model koeffitsienti varaqasi	Standart xato	t-talaba testi	P-qiymati
X_1	1,032849741	0,03094	33,3790	5,91081E-05
X_2	0,514908243	0,619003309	2,831834396	0,466525249
X_3	1,219705492	0,281114067	4,338827675	0,022592562
R^2 – aniqlash koeffitsienti		0,999985395		
Yaxshilangan R^2 - determinatsiya koeffitsienti		0,999941582		
Regressiyaning standart xatosi		0,001103257		
F – Fisher mezoni		34234,84942		
DW- Darbin-Vatson mezoni		1,82356		

2023-yilda maqsadli multiplikatorni ta'minlash bo'yicha qo'yilgan vazifalarning amalga oshirilishi va ilmiy tadqiqot ishlarida olingan ilmiy natijalar natijasida Toshkent davlat iqtisodiyot universiteti boshqaruv samaradorligining integral ko'rsatkichi 3,01 ga oshib, 2,6437 ga yetkaziladi va bu holat faoliyatni boshqarish samaradorligi multiplikatorini oshiradi. 4,3 ga ortishi, vazifalarni boshqarish samaradorligi multiplikatorini 4,72 ga oshirish, natijalarni boshqarish samaradorligi multiplikatorini 92,1% ga kamaytirish samaradorligiga erishildi..

XULOSA

O'tkazilgan tadqiqot natijalari bo'yicha quyidagi ilmiy xulosalar, amaliy tavsiya va takliflar ishlab chiqildi:

1. Oliy ta'lim muassasalarini boshqarish tizimini modernizatsiya qilish va uni tubdan o'zgartirish, ta'limni tubdan demokratlashtirish, uzluksiz ta'limni yanada rivojlantirish, ta'limning vazifalari ko'lamini kengaytirishga muhtojlik borligidan dalolat beradi.

2. Tadqiqot davomida OTMlar menejmentini modernizatsiya qilishning uslubiy yondashuvlarini, vaziyatli, vazifaviy va miqdoriy yondashuvlarni o'z ichiga oladi. Faoliyatni muntazam rejalashtirish, yetakchi jamoaning moslashuvchanligi, hamkorlik, yetishib chiqayotgan mutaxassislar sifatini nazorat ostida ushlab turish, ijobiy fikr va qulay muhit, individual yetakchilik va kollegiallik tamoyillaridan foydalanildi. Bundan tashqari, baholash mexanizmlari va boshqaruv mexanizmlari ham aytib o'tildi va tahlil qilindi. Pedagogik, psixologik, falsafiy, ilmiy adabiyotlar tahlili va ilmiy-tadqiqot ishlari o'rganilib, muammolar aniqlanib, ularni hal etish yo'llari ko'rsatildi.

3. Oliy ta'lim muassasalarining o'quv jarayoni doirasida zamonaviy boshqaruv vositalaridan foydalanish samaradorligini oshirishning pedagogik shartlarini aniqlash bo'yicha olib borilgan tadbirlar ushbu shartlarning uch guruhini amalga oshirish zarur va yetarli ekanligini aniqlandi. Oliy ta'lim muassasalarining o'quv jarayonida zamonaviy boshqaruv vositalaridan foydalanish samaradorligini oshirish bo'yicha axborot-didaktik yordam berish asnosida dasturiy ta'minot va mobil ishlanmalar ustuvorligiga asoslangan Trello dasturi mahalliy OTMlar boshqaruv jarayoniga tatbiq etildi.

4. Zamonaviy boshqaruv vositalaridan foydalanish samaradorligini oshirish uchun didaktik boshqaruv modelini taklif qildik. Ushbu model o'zaro bog'langan to'rtta komponentdan iborat edi: maqsad, mazmun, texnologik jarayon va diagnostika-natijalardir. Ishlab chiqilgan didaktik boshqaruv modeli uslubiy yondashuvlar, tamoyillar va funksiyalarni hisobga olgan holda organik algoritmik ketma-ketlikni saqlash natijasida ishlab chiqilgan bo'lib, oliy ta'lim tizimida zamonaviy boshqaruv vositalaridan foydalanish samaradorligini oshirish imkoniyatlarini bashorat qiladi. Modeldan foydalanib, oliy ta'lim tizimida zamonaviy boshqaruv vositalaridan foydalanish samaradorligini oshirish samarali ekanligi aniqlandi.

5. "Oliy ta'lim muassasalarini boshqarishda zamonaviy boshqaruv vositalaridan foydalanish samaradorligini oshirish bo'yicha loyihalarni ishlab chiqish mexanizmlari", "Oliy ta'lim muassasalarini boshqarish samaradorligi" va "Boshqaruv samaradorligining tarkibiy tuzilmasi" matritsalarini asosida takomillashtirildi va mobil aloqani rivojlantirish RADAR (Results, Approach, Deployment, Assessment, Review) va EFQM (Yevropa Sifat Menejmenti Jamg'armasi)ning zamonaviy baholash mexanizmlaridan foydalanish bilan bir qatorda dasturiy ta'minotning ustuvorligida boshqaruvning samaradorligini oshirishga xizmat qildi.

6. Faktorli tahlil usuli asosida oliy ta'lim muassasasini innovatsion boshqarish samaradorligi raqobatbardoshlikning sifat va ko'p qirrali jihatlaridan kelib chiqib baholandi. Xususan, ushbu tadqiqot natijalari multiplikatori Toshkent davlat iqtisodiyot universitetida 0,479 ga, Indoneziya Pendidikan universitetida 0,495 ga, Guliston davlat universitetida 0,487 ga, Farg'ona davlat universitetida 0,491 ga teng bo'ldi.

Tadqiqotlar natijasida quyidagi tavsiyalar ishlab chiqildi:

1. Oliy ta'lim muassasalarini boshqarish tizimini modernizatsiya qilish vositalaridan foydalanish samaradorligini oshirish bo'yicha uslubiy qo'llanmani ishlab chiqish;

2. Oliy ta'lim tizimida zamonaviy boshqaruv vositalari sifatida mobil ilova (Trello) dasturini moslashtirish;

3. Oliy ta'lim muassasalari boshqaruv tizimini modernizatsiya qilishda zamonaviy boshqaruv vositalaridan foydalanish samaradorligini oshirish bo'yicha ilg'or xorijiy tajribalarni umumlashtirish, mualliflik modellarini taklif etish.

**SCIENTIFIC COUNCIL № PhD.03/31.05.2022.Ped.16.04 FOR THE
AWARDING OF ACADEMIC DEGREES AT THE TASHKENT STATE
UNIVERSITY OF ECONOMICS**

TASHKENT STATE UNIVERSITY OF ECONOMICS

SHATURAEV JAKHONGIR NARMAMATOVICH

**MODERNIZING THE MANAGEMENT SYSTEM OF HIGHER EDUCATION
INSTITUTIONS (BASED ON THE EXPERIENCE OF INDONESIAN
HIGHER EDUCATION INSTITUTIONS)**

13.00.07 – Management in education

ABSTRACT

dissertation of the Doctor of Philosophy (PhD) in economic sciences

Tashkent - 2023

The topic of the doctoral dissertation (PhD) was registered under the number the Supreme Attestation Commission.

The dissertation has been accomplished at the Tashkent State University of Economics.

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The abstract of the dissertation sent out on «__» _____ 2023.
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INTRODUCTION (annotation of the dissertation of the Doctor of Philosophy (PhD) on Pedagogical Science)

Topicality and relevance of the topic of the dissertation. In the world, education and science are the main factors of socio-economic development, modernization of the management system of higher education institutions and the improvement of its quality, mechanisms for determining the achieved results are being implemented. Today, in the educational system of developed countries, the corporate management method is widely spread, abandoning the authoritarian and administrative-bureaucratic management model¹³. Formation of the necessary competencies for modernization of the management system of higher education institutions using innovative ideas, technologies and foreign experience is being carried out step by step.

Innovations in the management of higher education institutions (HEIs) strengthen decision-making skills and promote institutional growth in developed and developing countries around the world. Modernization and renewal of the management system of higher education institutions are the most advanced innovations in all higher education institutions today. Institutional recognition still determines whether a higher education institution meets the minimum requirements for high-quality education and a modern governance structure. In the leading countries of the world, a scientific study was conducted in the direction of modernization of the management system of higher education institutions in accordance with IT and innovative management. Development of informational and didactic provision of the use of modern educational resources in the higher education system, improvement of didactic management model, "Management of Higher Education Institutions" and "Modernization" projects based on theoretical generalization and coordination of economic and management models. The priority of the management system, Quality assurance, IT-based knowledge management system, and the improvement of the matrix and software based on the development of the mobile development of management in higher education institutions require the need to increase the efficiency of modern management drivers, tasks, and applications. results based on the development of an effective model of innovation management.

In the following years, practical directions on the fundamental improvement of the management system, the improvement of the quality of education, the formation of competitive students, and the creation of a competitive environment in this regard have been implemented at a high level in the higher education institutions of our country. In the new strategy for the development of Uzbekistan in 2022-2026, "Raising the level of education with higher education by 50% and improving the quality of education"¹⁴ is defined as an important task. Successfully solving these tasks requires increasing the capacity of higher education management in our

¹³ Education Management Corporation (EMC) (<http://www.edu-mgt.com>)

¹⁴ Decree of the President of the Republic of Uzbekistan "On the development strategy of the new Uzbekistan for 2022-2026" dated January 28, 2022 No. PD-60. // www.lex.uz

country. In addition, large-scale work is being carried out in order to fundamentally improve the higher education system in our country, modernize the management system in higher education institutions, and create the necessary conditions for training highly qualified specialists at the level of international requirements standards, in accordance with the priority tasks of socio-economic development. The decision of the President of the Republic of Uzbekistan dated April 20, 2017 No. PD-2909 "On measures to further develop the higher education system"¹⁵ defines measures for equipping scientific laboratories with information and communication technologies.

Law of the Republic of Uzbekistan on July 11, 2019 "On the implementation of other education in the field of higher and special education" No. PD-5763 "On Education"¹⁶, 2018 No. PD-3755 dated May 30. "On the selection of promising management personnel"¹⁷, No. PD-5847 of October 8, 2019 "On measures to create a modern selection system"¹⁸, "State higher education system of the Republic of Uzbekistan In the process of approving the concept of development until 2030"¹⁹. , PD-60 dated January 28, 2022 "Strategic plan of New Uzbekistan for 2022-2026" and PD-2909 dated April 20, 2017 "Further development of the higher education system on"²⁰ and No. PD-60 "Academic and organizational management of the state program of higher education"²¹ dated December 24, 2021, No. PD-61 dated December 24, 2021 "Ensuring financial independence of state higher education institutions"²² and President of the Republic of Uzbekistan Shavkat Mirziyoyev's Decree on the "Strategy for the Development of New Uzbekistan" was announced on January 26, 2022, and this research dissertation to a certain extent confirms the effective performance of the duties and tasks specified in other relevant regulatory and legal documents related to management activities. serves to provide.

Conformity of the research with the priority directions of the development of science and technology of the country. This research is the priority direction of the development of science and technology of the Republic I. In accordance with "Formation of a system of innovative ideas in the social, legal, economic, cultural,

¹⁵ Decree of the President of the Republic of Uzbekistan " On measures for further development of the higher education system " dated April 20, 2017 No. PD-2909. // www.lex.uz

¹⁶ Decree of the President of the Republic of Uzbekistan dated 11.07.2019 No. PD-5763 "On measures to reform management in the field of higher and secondary special education". // www.lex.uz

¹⁷ Decree of the President of the Republic of Uzbekistan dated 20.04.2017 "On measures to further develop the higher education system" No. PD-2909. // www.lex.uz

¹⁸ Decree of the President of the Republic of Uzbekistan dated 08.10.2019 No. PD-5847 "On approval of the concept of development of the higher education system of the Republic of Uzbekistan until 2030". // www.lex.uz

¹⁹ Decision No. PD-3755 of the President of the Republic of Uzbekistan dated 30.05.2018 "On measures to create a modern system of selection of promising management personnel on the basis of competition". // www.lex.uz

²⁰ Resolution PD-2909 of the President of the Republic of Uzbekistan dated 20.04.2017 "On measures to further develop the higher education system". // www.lex.uz

²¹ Decree of the President of the Republic of Uzbekistan dated 28.01.2022 No. PD-60 "On the development strategy of New Uzbekistan for 2022-2026". // www.lex.uz

²² Resolution PD-61 of the President of the Republic of Uzbekistan dated 24.12.2021 "On measures to provide financial independence to state higher education institutions". // www.lex.uz

spiritual and educational development of the Republic of Uzbekistan and the ways of their implementation" done. information society and democratic state.

The degree of studying the problem. There are many researches on the management system of educational institutions of our republic, training and retraining of management personnel of educational institutions and continuous education system, integration of the management system and functional management of higher education institutions studies were conducted. M. Hakimova, D. Ximmataliev, U. Begimkulov, U. Inoyatov, Ya. Ismadiyarov, R. Akhlidinov conductors, Sh. Kurbanov, E. Seyitkhalilov, K. Shodmonov, S. Turgunov, A. Khojaev, M. Nigmatov, V. Sadiev, R. Djuraev, M. Yoldoshev and others.

Researchers and scientists of the Commonwealth of Independent States A. Krouglov, E. Troitsky, S. Yun, V. Vesnin, O. Vikhansky, A. Gaponenko, L. Zaitsev, T. Zub, I. Mazur, B. Milner, A. Pankrukhin, S. It should be noted that Popov, A. Porshneva, A. Prigojij, N. Salomatina, M. Sokolova, R. Fathutdinov, M. Shifrinlar have conducted research on the development of modern management system. In addition, the issues of management of higher education institutions are covered in the research works of A. Egorshin, S. Reznik.

Foreign scientists J. Ngo, L. Mick, A. Mazorodze, P. Mkhze, H. Haugsbakken, I. Langset. M. Albert, I. Ansoff, D. Schendel, R. Daft, P. Drucker, R. Kaplan, P. Niven, D. Norton, F. Kotler, M. Mescon, A. Strickland, A. Thompson, D in his scientific works, he studied practical and theoretical issues in the management system of higher educational institutions, as well as Traut, D. Hassi, F. Khedouri.

The relation of the topic of the dissertation with the research works of the higher educational institution where the dissertation was conducted. Dissertation research according to the research plan of the research center "Scientific foundations and problems of development of the economy of Uzbekistan" at the Tashkent State University of Economics and international cooperation of the World Trade Organization and the UN on the topic "Ready4 Trade Central Asia" (2022 - present) within the framework of the project.

The purpose of the study is to determine the "cutting-edge points" of the implementation of advanced and "smart" technologies in the management system of higher education institutions and to develop recommendations for the modernization of the management system of higher education institutions based on the experience of Indonesia.

Research objectives:

analysis of the pedagogical possibilities of using modern management drivers in the management system of higher education institutions;

improvement of the hybrid model of the development trends of the higher education system and the modernization of the management system of state higher education institutions;

improvement of the algorithm of analysis, systematization, and design of Indonesian experience in the field of the management system of higher education institutions;

evaluation of the effectiveness of the use of IT-based management tools in the management system of higher education institutions, and development of suggestions and recommendations.

The object of the study is the process of improving the management system of higher education institutions based on international experiences. A total of 400 professors and teachers and 200 administrative staff and 400 students from Tashkent State University of Economics, Indonesian University of Education, Gulistan State University, and Fergana State University participated in the research observations.

The subject of the research is forms, methods and means of improving the management system of higher education institutions based on foreign experiences.

Research methods. Comparative analysis, pedagogical experiment-test, observation, questionnaire, test, monitoring, social-metric methods and mathematical statistical methods were used in the research process.

The scientific novelty of the research consists of the following:

by introducing total quality management (TQM) into the paradigm of higher education in Uzbekistan, the achievement of strategic efficiency in the field of education has been increased by clearly defining strategic goals, activities and institutional projects, strictly monitoring and evaluating them;

the adaptive assimilation model of foreign experiences on educational efficiency indicators was improved based on the introduction of decision monitoring and process efficiency evaluation indicators;

improving the performance of management stakeholders in higher education institutions and the impact of strategic innovations on institutional effectiveness in the context of educational institution management;

based on the introduction of quality assurance (QA) methodologies in the higher education management system together with the individual performance management system (IPMS), which includes the setting of personal goals, monitoring and performance evaluation.

The practical results of the study are as follows:

proposals for creating a deep, healthy and creative environment, building national competence and knowledge, and improving professional skills in the management system of higher education institutions;

in the system of higher education institutions, it has been achieved to increase the quality of education based on foreign experience, application of advanced and modern management methods based on creative approaches, creation of an environment of creativity, improvement of organizational and management mechanisms based on information technologies;

the wide use of information technologies in the management system of higher education institutions, the effectiveness of the processes of creating a transparent and creative environment has been increased;

The monograph "Modernization of the Management System of Higher Education Institutions (based on Indonesian Higher Education Experience)" was published and put into practice.

The reliability of research results is based on the use of approaches and methods used during scientific research, scientific and scientific-methodical research, the experience of practicing teachers, and the use of methods that are suitable for research tasks and complement each other. Another, the representativeness of the experimental work and the mathematical statistics of the obtained results. It is determined by its processing using methods and its originality, research results are connected with practice and approved by relevant state bodies.

Scientific and practical significance of the research results. The scientific significance of the research results is to improve the management system of higher education institutions, to adapt it to the requirements of the time based on foreign experience, especially the experience of Indonesia, and to serve the scientific and theoretical development.

Innovative management", "Management", "Employee management", "Strategic management" in our country. and it is explained by the fact that they can be used in scientific-research works aimed at improving them, and it closely helps to develop measures for choosing strategic development options in the future.

Implementation of the research results. According to the results of scientific research on the modernization of the management system of higher education institutions based on the experience of Indonesia:

In the paradigm of the perspective development of higher education institutions, a multimedia electronic resource called "Global Comparative Education" embodies the modern scientific and methodological foundations of using total quality management (TQM), which consists of a complex of functional elements such as precise definition, monitoring and evaluation of strategic goals, activities, and institutional projects 'tutorial has been created. As a result, it made it possible to systematically assess the potential of pedagogical approaches to modernizing the quality of education;

Proposals on the use of decision monitoring in the adaptive assimilation model in the management system of higher education institutions and the use of process efficiency assessment indicators in the monograph "Modernization of the management system of higher education institutions (based on the experience of Indonesian higher education institutions)" (Tashkent state economy Decision No. 6 of the University Council dated 31.01.2023) was consistently covered and accepted for use in the practical activities of the educational management system. As a result of the systematic implementation of these recommendations, effective personnel management tools and education management methods were improved in higher education institutions;

Proposals to strengthen the competitive position in the market of educational services by introducing strategic innovations such as a modern matrix management system into the education management system of universities were presented by the World Trade Organization and the United Nations "Ready4 Trade Central Asia" ("O" at the Tashkent State University of Economics "Scientific bases and problems of the development of the economy of Uzbekistan" was also implemented in the international project of the scientific research center dated June 14, 2023 - reference

number 01/2-137. As a result, effective modernization of the management system using international experiences was ensured;

Proposals for the use of the quality assurance (QA) and integrated performance management system (IPMS) of Educational Management, which ensures the dynamism and continuous integration of the higher education management process Scientific Higher Education Development under the Ministry of Education, Science, and Innovation - used in the practical activities of the research and introduction center of advanced technologies. (Reference No. 02/01-01-41 dated March 17, 2023, of the Center for Higher Education Development Research and Implementation of Advanced Technologies under the Ministry of Higher Education, Science, and Innovation of the Republic of Uzbekistan). As a result, the formation of the architecture of an effective complex management system, which ensures the harmony of the ultimate goals of the academic, research, and innovation activities of higher education institutions, which includes a wide range of activities, has been achieved.

Approval of research results. The results of this research were discussed at 4 scientific and practical conferences, including 2 international and 2 national scientific and practical conferences.

Publication of research results. A total of 21 scientific works were published on the topic of the dissertation, including 1 monograph, 16 articles in scientific publications recommended for publication of the main scientific results of doctoral dissertations of the Higher Attestation Commission of the Republic of Uzbekistan, including 4 in the republic and 12 in foreign journals. done

The structure and scope of the dissertation. The dissertation consists of an introduction, three chapters, general conclusions, a list of used literature and appendices. The volume of the dissertation is 170 pages.

THE MAIN CONTENT OF THE DISSERTATION

In the introduction, the relevance of the dissertation topic is based, the level of study of the problem is described, the purpose and tasks, object and subject of the research are defined, the compatibility of the research work with the priority directions in the modernization of the management system of higher education institutions with the help of science and technology is shown. and information on the scientific novelty of the research, the reliability of the results, the theoretical and practical significance, its introduction into practice, publication, and the structure of the work.

Chapter I of the dissertation is called "**Scientific and theoretical basics of modernizing the management system of higher education institutions**", in this chapter the processes of modernization of the management system of higher education institutions based on foreign experiences and innovative improvement of management activities are studied and analyzed as a pedagogical problem. Mechanisms of innovative improvement of management system employees of higher educational institutions in pedagogical processes and preparation for management

activities are substantiated. Reforms in the management system of higher education institutions are aimed at improving the management mechanisms of this process, i.e. abandoning the traditional methods of this process, based on the requirements of social and economic development, democratic principles, information technology management system, in particular, improving the quality of education. It requires the acquisition of management experience. Therefore, it can be said that the directions of organization and management of pedagogical processes of higher education institutions include the processes related to improving the activities of pedagogical process subjects, effective organization and coordination of cooperative management activities, and achieving self-management and improvement. Decree No. PD-5847 of the President of the Republic of Uzbekistan dated October 8, 2019 "On approval of the concept of development of the higher education system of the Republic of Uzbekistan until 2030"²³ states that "The higher education system of the Republic of Uzbekistan On the approval of the concept of development until 2030, its opportunities and directions, improvement of the strategic management system of educational institutions in the digital economy based on the concept of development of the higher education system in our Republic until 2030 is defined as a priority task.

In recent years, the higher education of the Republic of Uzbekistan is experiencing a new stage of development due to the tasks related to increasing the global competitiveness of Uzbekistan's higher education institutions, largely determined by President Shavkat Mirziyoyev. New goals, new projects, and the concept of increasing the competitiveness of the leading universities of the Republic of Uzbekistan among the world's leading science and education centers were formed in the newly signed decision of the head of our state "On improving the competence of higher education until 2030" local universities of Uzbekistan should strive. At the same time, the ways and means of achieving these positions remain completely unclear. Taking into account the considered facts, it is appropriate to study how the current management system of Russian universities should be changed, taking into account the priorities set by the country's top leadership. The management system of higher education institutions in Uzbekistan needs improvement. The current system is outdated and inefficient, leading to a lack of quality education and low student satisfaction. To improve the management system of higher education institutions in Uzbekistan, it is necessary to increase resources, improve communication between professors and teachers, and use technologies more effectively. One of the most important steps in improving the management system of higher education institutions in Uzbekistan is to increase the resources available for professors and teachers and students.

Third generation universities operate in a highly competitive international market. These are network universities that cooperate with companies in various fields, non-governmental research and design organizations, investors, professional service firms, as well as other universities in the know-how carousel model. The

²³ Decree of the President of the Republic of Uzbekistan dated 08.10.2019 No. PF-5847 "On approval of the concept of development of the higher education system of the Republic of Uzbekistan until 2030". // www.lex.uz

purpose of such a university is to use their know-how in addition to the traditional missions of research and education.

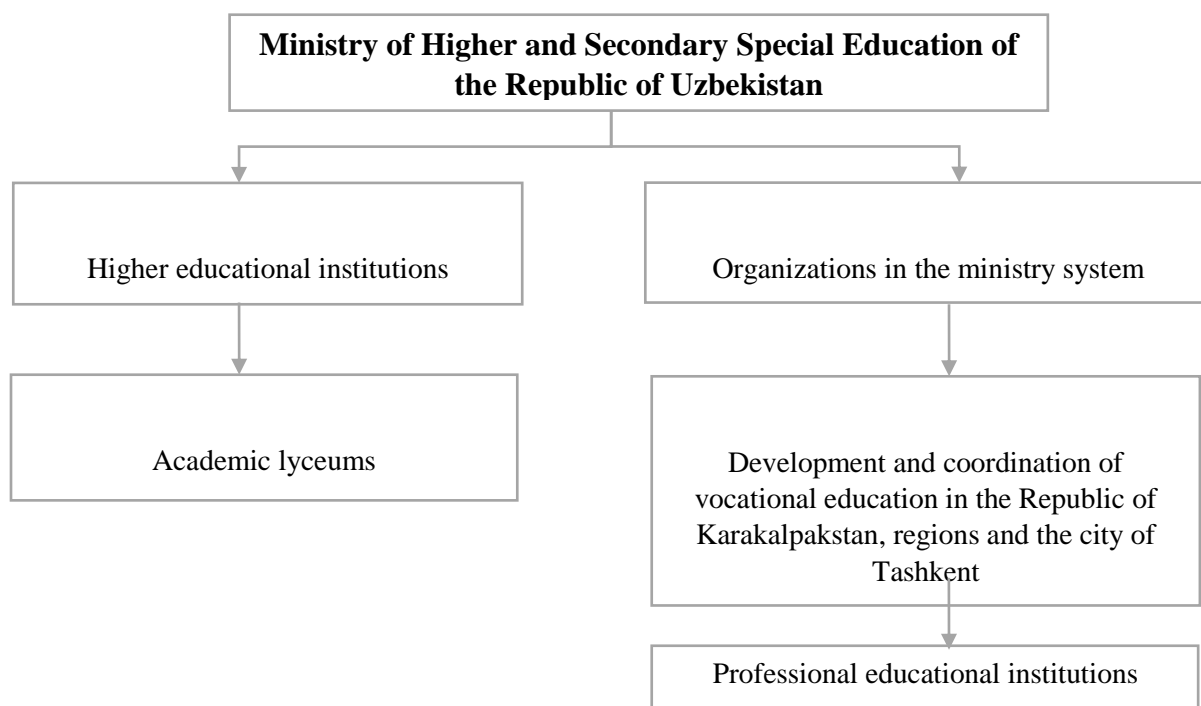


Figure 1. Management structure of the educational system

The main structure of this system is as follows:

- a higher education institution that provides education and personnel training, regardless of the form of ownership and type of work, in accordance with the state education code;
- a scientific-pedagogical organization that conducts scientific-research works necessary for the development of higher education;
- education is managed by the state, as well as by institutions, associations and organizations closely related to education.

The principle of activity regulation also plays an important role in the management of the educational system. The educational system and the problem of its creation require constant improvement, taking into account the diversity of the economy in the future. It is this principle that requires a creative approach to the management of the educational system. The teacher has a creative approach to one or another type of educational activity, to quickly develop his and the student's activity, to perform it at the highest quality, to compare and evaluate the results, to change his own and his identity. tries to draw a conclusion. In a rapidly changing educational system, the principle of flexibility of the leadership team is used. As noted above, this situation is manifested in the diversity of educational activities, the diversity of the subject and the diversity of the subject, and the individuality of the activity.

Table 1**The basic principle of educational management**

№	Names of the Principles
<i>I. Focused on task management</i>	
1.	Creative approach to problem-solving (use of creative thinking to focus on the problem)
2.	Regular fertilization to fertilize the plant (policy - planning - implementation - monitoring development)
3.	Situational anxiety disorder (exceeding the ability to adapt to the situation and subordinates)
4.	Mutual cooperation and mutual respect for the ideal (clear expectations, useful feedback)
<i>II. Aimed at Implements</i>	
5.	Cooperation of group and communication members
6.	Closed to the buyer (customer, interested party to fulfill the request)
7.	Positive attitude, comfortable environment and interpersonal communication (ability to support and respect colleagues)
8.	Support empowerment and professional development of employees (providing opportunities for empowerment and professional development)

Source: Compiled by the author based on the results of empirical research

Turning a higher education institution into a stable self-developing system is the main goal of university management today. Achieving this goal largely depends on the effectiveness of the management mechanisms used by the head of the university.

As a socio-economic system, the basis of the management mechanisms of a higher education institution should be the priority of setting goals and achieving them that is, the management system is directed to the main goal of the higher education institution, which is to meet the needs. Currently, within the framework of the new government educational standards, it is proposed to evaluate teachers according to the following types of professional competencies: science, systematic, interpersonal, instrumental, functional, scientific, methodological, and innovative reforms in educational activities.

When developing the process of evaluating the professional activity of the leading employees based on the criteria, it is important to consider the leadership, teaching profession and pedagogical activity in the dynamics of its development and taking into account the recommendations of the scientific and practical achievements of the new science. The characteristics of the organization with the external environment analysis of compatibility external results.

It is a comparative analysis that allows comparing the conditions and type of organizational structure. Its value lies in the fact that it can be used in the form of recommendations when designing a "new" organizational structure or redesigning an "old" structure when the conditions of organizational activity change. The analysis of the organizational characteristics of higher education institutions in relation to the external environment and their compatibility with it can be seen in the table below.

Table 2**Classification of organizational structures of management**

Type	Bureaucratic (mechanistic)	Adaptive (organic)	Combined (hybrid)
Type	Linear	Projective Matrix Networked	Linear-functional (staple) Divisional-functional Conglomerate
Field of application	Functional Divisional	It is suitable for companies operating in a fast-changing environment	It is used in the structure of organizational forms of economic associations (holdings, multi-sectoral organizations).
Advantage	Small organizations operating in stable external conditions	Will have flexible mobility	The possibility of operational regulation of the organization's activities
Disadvantage	Clear distribution of obligations and powers, decisions	Organizational complexity	It is difficult to ensure the totality and coordination of management

Source: Compiled by the author based on the results of empirical research

In the second chapter of the dissertation entitled "**Implementation and modernization of foreign management methods in higher education institutions**", the drivers of modernization of the management system of higher education institutions, implementation of international management methods in local HEIs, increasing the work efficiency of management staff with the help of information technologies, the quality of education issues such as yahshilah are analyzed.

Turning a higher education institution into a stable self-developing system is the main goal of university management today. Achieving this goal largely depends on the effectiveness of the management mechanisms used by the head of the university. As a socio-economic system, the basis of the management mechanisms of a higher education institution should be the priority of setting goals and achieving them (that is, the management system is directed to the main goal of the higher education institution, which is to meet the needs must be carried out.

Implementation of educational policy, strategic goals of the organization and quality control are within the competence of HEI. Therefore, they must integrate the implementation of many management approaches, such as quality assurance, process management, strategic management and process management. However, applying these ideas poses great challenges for HEIs. It is clear that a framework for integration is needed to maximize the benefits of different methodologies, particularly strategy management and process management. The main goal of the

thesis is to create this management system that will enable strategic planning, process improvement and quality assurance for HEIs as a single integrated model.

However, knowledge management (KM) can be integrated with total quality management and can be observed as an Indonesian experience in modernizing the management system of HEIs. By incorporating Total Quality Management (TQM) into the higher education paradigm in Indonesia, it is expected that the TQM approach will be used as a management method in higher education policy. Implementing total quality management (TQM) in Indonesian higher education requires dedication and consistency. A TQM strategy provides an advantage to the organization to anticipate changes in response to changes in external factors and implement continuous improvement to ensure higher education's operational efficiency in an increasingly competitive environment.

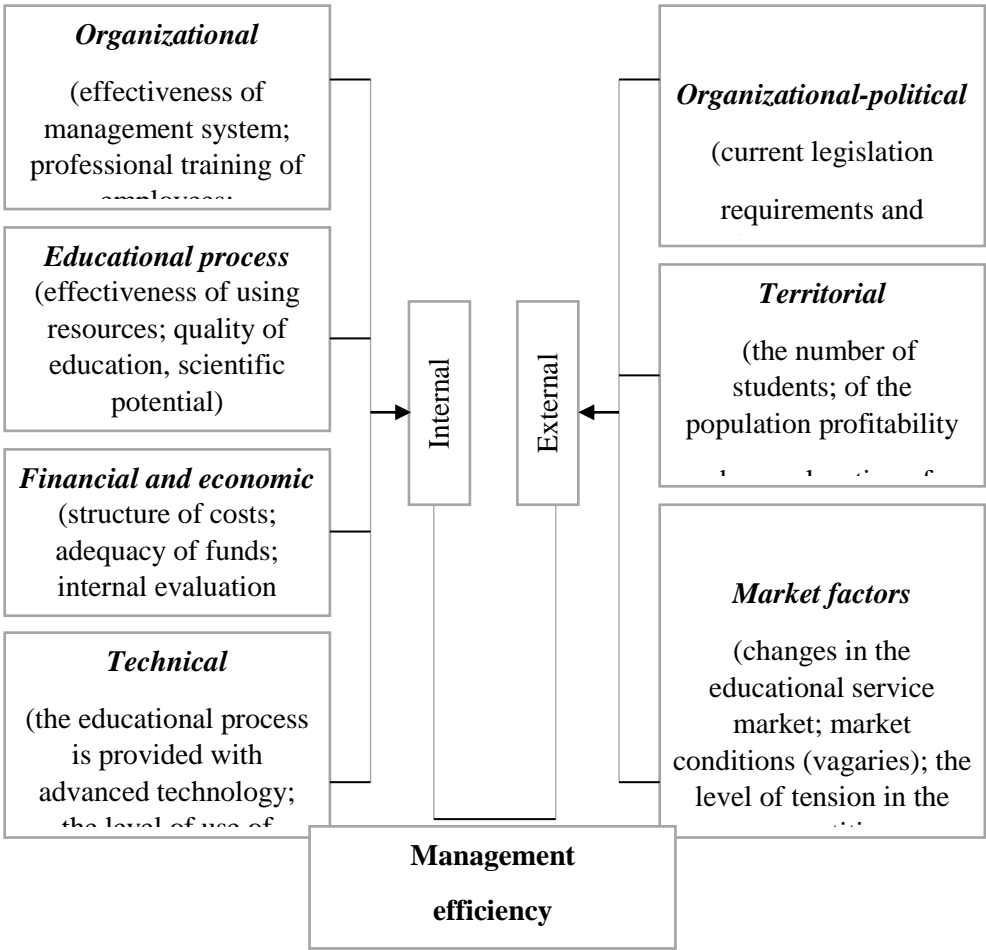


Figure 2. Correlation of the influencing factor with the mechanism of management in higher education

Source: Compiled by the author based on the results of empirical research

Since TQM is a thorough and continuous strategy focused on quality, its implementation ensures the success of the organization. Four areas of TQM implementation in higher education are proposed, namely: 1) improvement of higher

education function and management related to management role decision-making processes to meet consumer (student) demand; 2) TQM integration into education, which is carried out by internalizing the philosophy of TQM into the educational process; and 3) implementation of TQM as a teaching method in the teaching and learning process.

Finding correlations between two or more variables is done using Pearson's method. The correlation coefficient, which indicates the strength of association and the direction of the relationship between the differences in two score distributions, is a measure used to assess the degree of relationship, especially for quantitative data. Since the variables used in this study were continuous variables, Pearson Product Moment correlation was used. This method is used to test hypotheses 1 to 4. It will be as follows:

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Where: X and Y are the results of both variables

N is the number of studied subjects

Using the Chi Square approach, hypotheses 5 through 8 are tested. This technique is used to determine whether or not the frequency difference hypothesis, which is based on data from two or more samples, is true. Chi Square's equation The formula: can be used to determine it if the table being utilized is 2x2.

$$\chi^2 = \frac{N(ad - bc)^2}{(a + b)(c + d)(b + d)}$$

Where: N = number of subjects or individuals

TQM components relate to university curriculum development, classroom teaching and learning, and decision-making in terms of managing university administration to support the achievement of the university's long-term strategic goals. learning process and educational management. Total work refers to the idea that everyone directly or indirectly involved in the management of educational activities plays an important role in achieving the university's vision, mission, strategy and goals/objectives. Therefore, all citizens of the university are expected to work hard in aggregate to fulfill their obligations and responsibilities. Completion in work can also be understood as erasing errors or being error-free from the beginning. As a result of the commonality of each individual, all citizens must participate in regulating and improving all aspects of quality, including the access, process and learning product created by the university. The university also has a quality assurance group as a body responsible for regulating and improving the quality of education, serving as a review provider in the delivery of education, as well as a monitor and intermediary in the delivery of education. creates. The next step in the university's

planning phase is to create a detailed job description by reiterating the roles, goals and responsibilities of each university citizen; compliance with the principle of training to improve the qualifications of employees and improve the quality of their personnel; and implement a cross-functional team concept to focus every employee on teamwork and cooperative thinking. Based on the SWOT analysis, universities always set their goals and objectives for the next three years to improve the standard of education through quality improvement strategies and programs.

The concept of modernization of Uzbekistan's education until 2030, knowledge and skills (Knowledge & Skills) was supplemented with independent work experience, the level of legal self-awareness and the criteria for evaluating personal qualities. Thus, the government of Uzbekistan is trying to reform the education sector, most importantly, the higher education system. Paying great attention to this area, allowing foreign investors to establish branches of international universities on the territory of Uzbekistan.

Since the Republic of Uzbekistan adopted the Bologna process (Bologna Declaration 1999), the government, mainly the Ministry of Higher and Secondary Special Education, should consider that the time has come to implement serious reforms in the field of higher education, university employees and students became more and more confused about how the management system of higher education institutions was set up, how the process of educational activities was set up. Over the years, the supply of poor-quality graduates has caused youth unemployment (Figure 3) to exceed 15%.

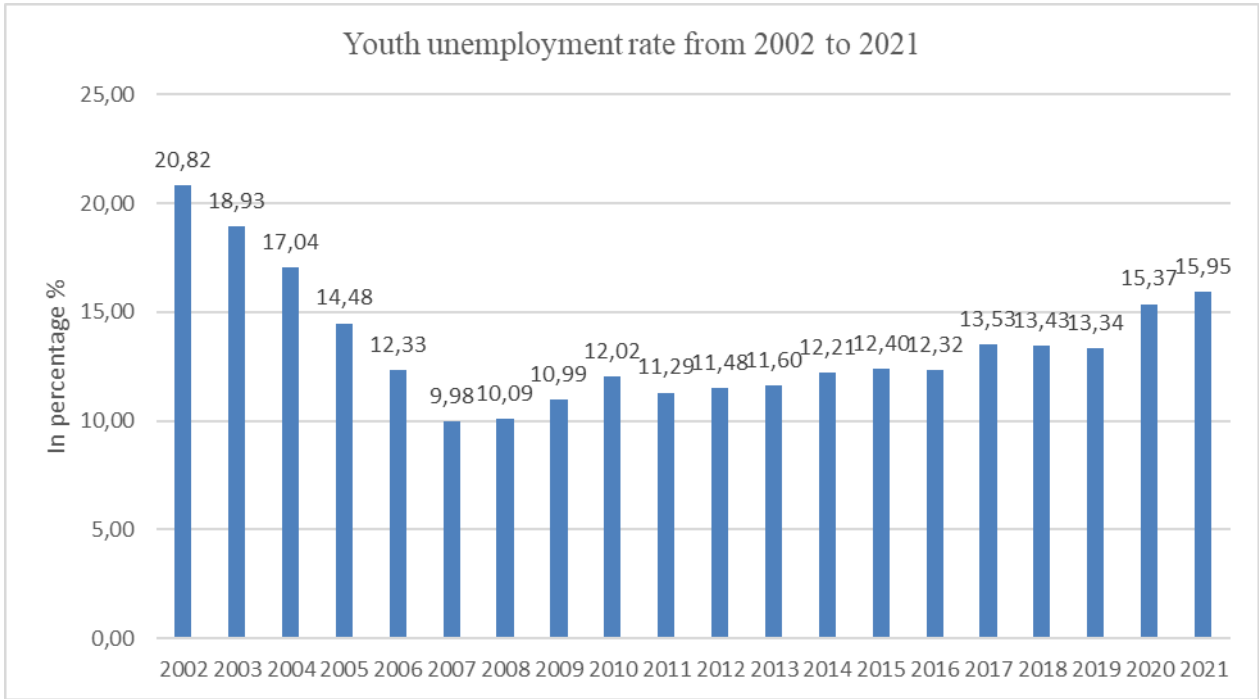


Figure 3. Youth unemployment rate in Uzbekistan 2021

Source: The author's development based on the results of empirical research

This will lead to the improvement of the quality of education and the work efficiency of management staff through the implementation of new reforms in the management system of higher education institutions. The importance of updating the system of training management specialists is determined by the state's socio-economic development tasks. In the country and region, the need to eliminate dangerous trends in the state of health, which negatively affect the general social activity of the population and its level of physical fitness, occupies the leading positions. Based on this, the demand for specialists in the field of management, that is, managers, will increase sharply. At the same time, there is still a high demand for professional personnel who are masters of their profession, highly qualified personnel who occupy high places in international ratings.

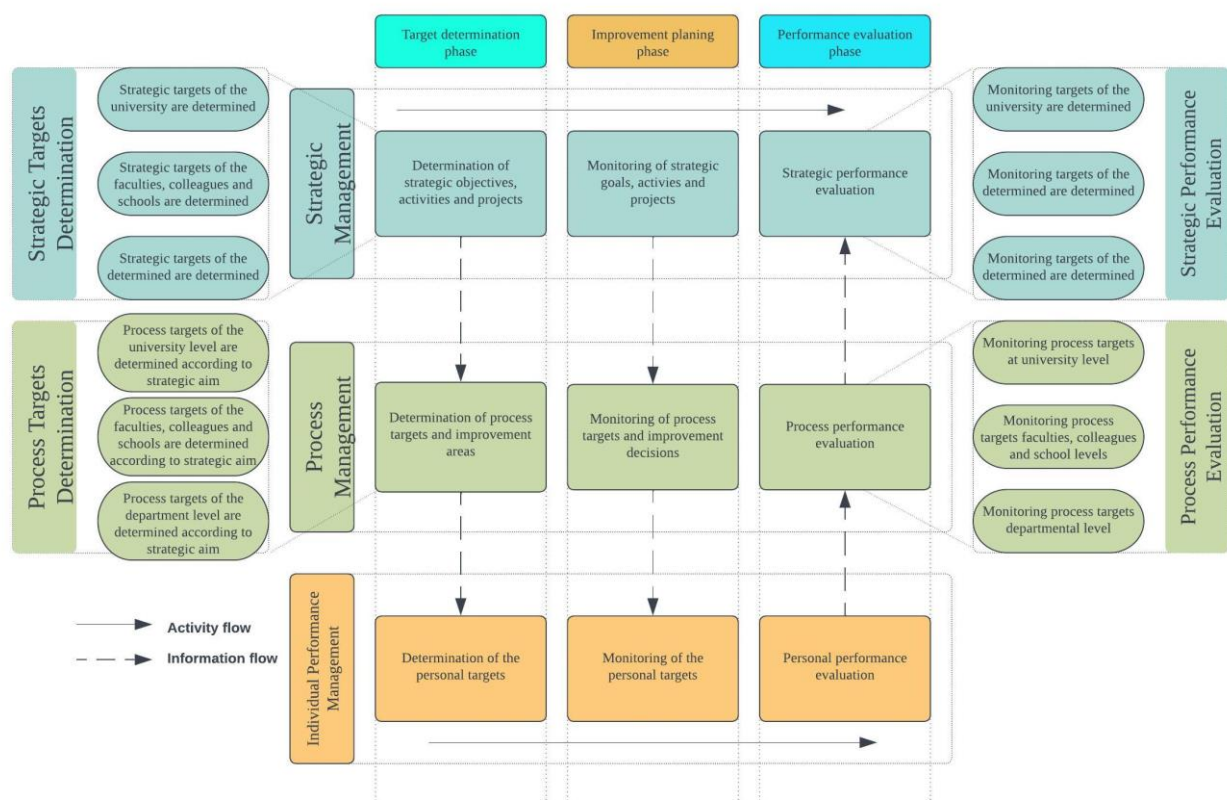


Figure 4. An integrated model of quality assurance (QA) and information performance management system (IPMS) developed during the modernization of the management system of HEIs

Source: Author's development based on the results of empirical research

The increase in the number of graduates of educational institutions should be ensured along with the adaptation of the system of professional training of such specialists to the changing socio-economic requirements and conditions. This is a sign of the need to increase the prestige and prestige of the leadership profession, to further increase the competitiveness of higher education institutions in the field of pedagogy compared to other higher education institutions in the regions.

In this case, one of the priority issues is to improve the quality of education by modernizing the management system of HEIs, and to control the quality of specialists

trained by HEIs. The implementation of the model of modernization of the management system of higher education institutions, developed on the basis of the experience of the researcher Indonesia, is intended to help improve the qualifications and quality of management system employees, professors and graduates of HEIs.

Employees may be concerned about inconsistent and unfair job descriptions, performance indicators, goals and standards, as well as the weighting of KPAs (Key Performance Areas) in the employment contract and approved job description. There were also issues with institutional staff receiving little guidance on IPMS management and guidance being directed at managers and supervisors rather than staff. Regardless of the system in place, employees don't trust a system they don't understand. As the importance of managers in managing an Information Performance Management System (IPMS) increases, train, support and develop managers who have the leadership and IPMS management skills necessary to evaluate the performance of employees in their departments very important. Managers can coordinate intervention tactics and approaches within a department to ensure that employees perform their duties properly if they are aware of the department's performance requirements. All of these skills require new forms of training and support to work better. The purpose of performance management in organizations is to increase the responsibility of employees and organizational efficiency in higher education institutions. This conceptual paper used this research method to gain a deeper understanding of HEI leaders' understanding and use of IPMS that can improve employee performance. By examining the institutional evaluation system, the institution's evaluation criteria, and employee support in achieving results, the researcher was able to assess managers' knowledge and employees' application of IPMs. Important management tasks, including monitoring existing operations and preparing for future decision-making on employee salaries and promotions, require the use of IPMS data. Emphasis on employee performance evaluation is related to the increasing aspirations of HEIs to increase their responsibilities. Employee evaluation is an important topic that academic professionals should get right as part of their work. As such, institutional administrators should be aware of best practices for establishing incentive compensation and performance appraisal systems. As a result, managers must constantly measure, evaluate, compensate, design, and modify their appraisal and evaluation systems.

The third chapter of the dissertation is called "**Experimental work and analysis on the Modernization of the management system of higher Education institutions**", it answers the question of how to effectively achieve the previously set goals and what needs to be done for this, the results of the research work and its analysis is presented. The purpose of the experiments is to show and evaluate the role of modernization of the management system of higher education institutions, including the improvement and introduction of curricula, programs and textbooks based on modern approaches in improving the quality of education. tools of mathematical statistical methods. Also, due to the fact that systematic changes are carried out step by step, continuously and organically, introducing a modern approach based on international experience to the management system of higher education

institutions, introducing an organizational-methodical system is the main task of the experimental work. An integrated model of knowledge management system implementation management mechanisms, IPMS and Quality Assurance (QA) is to determine the effect of the introduced changes on the quality of education.

The main hypothesis of the experimental work is the introduction of a modern approach to the management of the organizational-methodical system based on the requirements of the science of educational management to the process of modernization of the management system of higher education institutions, that is, an improved curriculum, ensures the improvement of the quality of education by organizing the introduction of methodological resources based on the multimedia curriculum, monographs and textbooks, educational process-methodological support. In this regard, the decision of the President of the Republic of Uzbekistan dated July 6, 2022 No. PD-165 "On approval of the innovative development strategy of the Republic of Uzbekistan in 2022-2026" was approved. According to him, the Ministry of Higher and Secondary Special Education, together with the Ministry of Economic Development and Combating Poverty and the Ministries of Innovative Development, in cooperation with leading foreign universities in the fields of "Innovative Management", "Innovative Management" developed four programs: "Project Management", "Commercialization", "Intellectual Property Management". The task of exit and implementation in the relevant higher education institutions starting from the 2022/2023 academic year.

Based on the scientific research tasks, the following tasks were defined in the organization of experimental work on the modernization of the management system of higher education institutions:

to determine the pedagogical capabilities of students and professors working in higher educational institutions in accordance with the main trends in the field of education of higher educational institutions and to analyze the results;

applying an integrated model to the management process based on international experience in the development trends of the higher education system and the management system of state higher education institutions, as well as the preparation of necessary regulatory and legal documents (based on methodological and scientific recommendations) and experimental testing;

development of the design algorithm for the modernization of the management system of higher education institutions, which implies a systematic approach, and obtaining the results of their application in the field of management.

It is planned to draw final conclusions and analyze the results on the basis of pilot tests on the system of balanced key indicators of the higher education institution and the mechanism for evaluating the effectiveness of its application. In the implementation of these tasks, evaluation works were carried out based on pedagogical observation (questionnaires), tests and socio-metric methods (questionnaire, interview) in the process of scientific research, and evaluation levels of the strategic management system in higher education institutions were developed.

On the basis of the modernization of the management system of higher education institutions, experimental work was carried out on the activities of

professors and teachers. Based on the modernization of the management system of higher education institutions, the main attention was paid to the activities of professors and teachers of higher education institutions and management staff.

In order to determine the effectiveness of the modernization of the management system of higher education institutions, high, medium and low indicators were developed in order to evaluate the activity of professors and teachers of higher education institutions.

High level - the improvement of the activities of professors and teachers and leaders who are fully involved in the rating indicators of higher education institutions and have achieved high results.

The middle level is the improvement of the performance of professors who are fully involved in the rating indicators of higher education institutions and have average results.

Low level - improved performance of professors and teachers who achieved low results and partially participated in the indicators of the rating of higher education institutions.

A total of 400 professors and teachers and 200 supervisors and 400 selected students of Higher Education Institution participated in the experimental and control groups. It was carried out to experimental groups in two stages. The model developed in the first phase was conducted in the pre-implementation state and in the post-implementation state. Below (Figure 32) are the results of monitoring of management and training activities before the introduction of the newly established management system model.

Results were also achieved among the students in the experimental work on scientific research aimed at the modernization of the management system of higher education institutions. In order to modernize the management system of higher education institutions, students were given a lesson in the subject of "Educational Management", and the results of their evaluation in this subject were obtained. Theoretical and practical exercises were conducted in the selected groups based on the programs developed in the groups. The first observation was on the topic "Students' contribution to the management system and academic well-being of higher education institutions."

At the Tashkent State University of Economics, except for the Department of Financial Affairs, the rest of the work was expanded by introducing the MS Model. A total of 100 administrative-pedagogical employees were involved in the survey on the labor efficiency of the management of higher educational institutions. In Universitas Pendidikan Indonesia, there is a difference between before and after research in each field of management.

In order to assess the feasibility of modernizing the innovative system of higher education institutions developed by us in the process of forming general results, a comprehensive assessment of the system was carried out. A method of measuring management efficiency by the "low", "medium" and "high" levels of the integral evaluation coefficient of management efficiency has been developed. "Closing the project development system in the higher education system" is the most alternative

channel for increasing the ability to manage activities in the future for Tashkent State University of Economics.

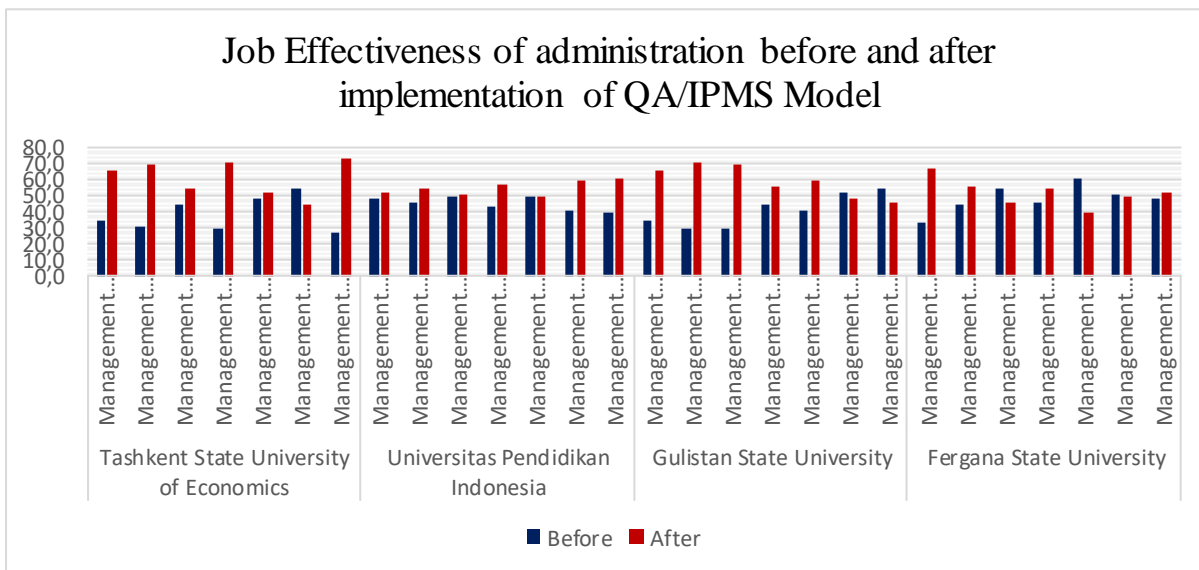


Figure 5. Dynamics of work efficiency of management before and after implementation of QA/IPMS Model

*Note: Performance of the management before and after the implementation of the newly established OTM management system model

*Note: 100 administrators and teachers were involved in the survey process

**Table 3
The guide to improving the management of the higher education system in the Republic of Uzbekistan (author/developer)**

		Efficiency, coefficient of modernization of management system of higher education institutions		
High	Implementation of rational use of available resources	Application of modern information and pedagogical technologies in the higher education system, increasing the efficiency of its management	Creation of a comprehensive and adaptable management system for the training of specialists in accordance with the market demand at the national level	
Average	To improve the supply of resources in HEIs and to make economical use of existing ones	Implementation of the project development system in the higher education system	Development and implementation of innovative technologies in the management of the higher education	
Low	Attracting additional funds to increase the material, financial, labor, and intellectual potential of HEIs	Fundamental improvement of educational standards and other regulatory documents, improvement of personnel qualifications, strengthening of internal control	Improvement of the mechanism of formation of the skills of acquiring the specialty together with the higher education of the students	

Table 5 also has an even pair coefficient, and the coupling coefficient (X_i, X_j) increases the coupling density in the cell. This is the most important condition in this case, and the causative factor is closely related to dandruff. That is, there must be multicollinearity in the group of causal factors. Multicollinearity is said to exist if the value of the pairwise correlation coefficient is greater than 0.7 in the group of two influencing factors. As can be seen from the data in Table 4, the connection density in the group of stimulus factors is greater than 0.7. A partial, predictive factor analysis summarizing the pairwise correlation coefficients in the correlation matrix showed no multicollinearity. From the value of the pairing coefficient, that is, the density of the strong connection in the cell of the selected factor with the resulting factor was determined as follows ($r_{Y,X1}=0,6005$, $r_{Y,X2}=0,5667$ Ba $r_{Y,X3}=0,7546$) (12 -table).

Table 4

The coupling matrix of the selected factor

	Y	X ₁	X ₂	X ₃
Y	1			
X ₁	0,600509685	1		
X ₂	0,566749203	0,998936381	1	
X ₃	0,75457076	0,977721501	0,96828207	1

$r_{X_1,X_2} \leq 0,8$; $r_{X_1,X_3} \leq 0,8$; $r_{X_2,X_3} \leq 0,8$ according to Shaptlap, there is no multicollinearity in the factor cluster.

From this table, it can be seen that the coefficient of dynamic coupling is the resulting factor (Y) and the contributing factor (X_i) that increases the density of connections in the cell. Therefore, the coefficient of dynamic coupling as a result factor is an integral multiplier of the ability to modernize the management system of higher education institutions - the Y multiplier and the driving factor - the activity management ability multiplier (X_1), the task management ability multiplier (X_2), the result management ability multiplier - (X_3) increases the presence of various connections in the lungs.

Table 5

A multifactor econometric model's estimated coefficient compilation of the empirical model of the integral multiplier change of management skills of Tashkent State University of Economics

Dependent variable: Y – integral multiplier of HEI management capacity				
Method: the smallest quadruple tip				
Time frame: 2019-2022				
Closed switch: 21				
Changeable	Model coefficient sheet	Standard error	t-student test	P-value

X ₁	1,032849741	0,03094	33,3790	5,91081E-05
X ₂	0,514908243	0,619003309	2,831834396	0,466525249
X ₃	1,219705492	0,281114067	4,338827675	0,022592562
R ² – coefficient of determination		0,999985395		
Improved R ² is the coefficient of determination		0,999941582		
Standard error of the regression		0,001103257		
F – Fisher criterion		34234,84942		
DW- Darbin-Watson criterion		1,82356		

Source: Compiled by the author based on the results of empirical research

In 2023, as a result of the implementation of the set tasks and the scientific results obtained in the research to meet the target multiplier, the integral multiplier of the management efficiency of Tashkent State University of Economics will increase by 3.01 to 2.6437, and this situation will increase the multiplier of the activity management efficiency. It is expected to increase by 4.3, increase the multiplier of task management efficiency by 4.72, decrease the multiplier of result management efficiency by 92.1%.

CONCLUSION

Based on the results of the research, the following scientific conclusions, practical recommendations and proposals were developed:

1. Modernization of the management system of higher education institutions and its radical change should be determined in the following directions: radical democratization of education, further development of continuous education, expansion of the scope of tasks and tasks of education. It has been scientifically proven that it is necessary to introduce a systematic approach to the management of the higher education system based on the task of both increasing the level of service and generating rewards.

2. In this study, we presented methodological approaches to modernization of management. These approaches include systematic, situational, task, and quantitative approaches. The principles of regular planning of activities, flexibility of the leading team, mutual understanding and cooperation, customer control, positive attitude and favorable environment, individual leadership and collegiality were used. In addition, evaluation mechanisms and governance mechanisms were also mentioned and analyzed. Pedagogical, psychological, philosophical, scientific literature analysis and

scientific research works were studied, problems were identified and ways to solve them were shown.

3. Activities to determine the pedagogical conditions for increasing the efficiency of using modern management tools within the educational process of higher education institutions showed that it is necessary and sufficient to implement three groups of these conditions: organizational-pedagogical, and psychological. - pedagogical and didactic. Informational and didactic support for increasing the efficiency of using modern management tools in the educational process of higher education institutions' mobile developments was developed (Trello) and applied to the higher education management process.

4. The researcher proposed a didactic management model to improve the efficiency of using modern management tools. This model consisted of four interconnected components: goal, content, technological process and diagnostic result. The developed didactic management model was developed as a result of maintaining an organic algorithmic sequence, taking into account methodological approaches, principles, and functions, and predicting the possibilities of increasing the efficiency of using modern management tools in the higher education system. Using the model, it was determined that it is effective to increase the efficiency of using modern management tools in the higher education system.

5. "Mechanisms for the development of projects to increase the efficiency of using modern management tools in the management of higher education institutions" were improved based on the "Efficiency of management of higher education institutions" and "Structural structure of management efficiency" matrices, and the development of mobile communication RADAR (Results, Approach, Deployment, Assessment, Reviwe) and EFQM (European Foundation for Quality Management), along with the use of modern evaluation mechanisms, served to increase the effectiveness of management in software priority.

6. Based on the method of factor analysis, the efficiency of the innovative management of the higher education institution was evaluated based on the qualitative and multifaceted aspects of competitiveness. In particular, the integral multiplier of this department was 0.479 at Tashkent State University of Economics, 0.495 at Indonesia Pendidikan University, 0.487 at Gulistan State University, and 0.491 at Fergana State University.

As a result of the research, the following recommendations were developed:

1. Development of a methodological guide on increasing the efficiency of using the means of modernization of the management system of higher education institutions;

2. Development of mobile applications and software products as modern management tools in the higher education system; Like the Trello mobile app.

3. Summarizing advanced foreign experiences on improving the efficiency of using modern management tools in the modernization of the management system of higher education institutions, proposing author's models.

**НАУЧНЫЙ СОВЕТ № PhD.03/31.05.2022.Ped.16.04 ПО ПРИСУЖДЕНИЮ
УЧЕНЫХ СТЕПЕНЕЙ ПРИ ТАШКЕНТСКОМ ГОСУДАРСТВЕННОМ
ЭКОНОМИЧЕСКОМ УНИВЕРСИТЕТЕ**

**ТАШКЕНТСКИЙ ГОСУДАРСТВЕННЫЙ ЭКОНОМИЧЕСКИЙ
УНИВЕРСИТЕТ**

ШАТУРАЕВ ЖАХОНГИР НАРМАМАТОВИЧ

**МОДЕРНИЗАЦИЯ СИСТЕМЫ УПРАВЛЕНИЯ ВУЗАМИ (НА ОПЫТЕ
ИНДОНЕЗИЙСКИХ ВУЗОВ)**

13.00.07 - Менеджмент в образовании

**АВТОРЕФЕРАТ
диссертации доктора философии (PhD) по педагогическим наукам**

Ташкент - 2023

Тема диссертации доктора философии (PhD) по педагогическим наукам зарегистрирована под номером PhD.03/31.05.2022.Ped.16.04 в Высшей аттестационной комиссии.

Диссертационная работа выполнена в Ташкентском государственном экономическом университете.

Автореферат диссертации опубликован на трех языках (узбекский, английский и русский (резюме)) на веб-сайте Научного совета (www.tsue.uz) и информационно-образовательном портале «ZiyoNet» (www.ziyo.net).

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Ведущая организация: **Джизакский политехнический институт**

Защита диссертации состоится «___» _____ 2023 года в ___ на заседании Научного совета №DSc.03/30.01. 2021.I.16.03 по присуждению ученых степеней при Ташкентском государственном экономическом университете. Адрес: 100066, город Ташкент, улица Ислама Каримова, д. 49. Тел.: (99871) 239-28-72, факс: (99871) 232-01-49, (99871) 239-43-51, e-mail: info@tsue.uz.

С диссертацией можно ознакомиться в Информационно-ресурсном центре Ташкентского государственного экономического университета (регистрационный номер №___). Адрес: 100066, город Ташкент, улица Ислама Каримова, д. 49. Тел.: (99871) 239-28-72, факс: (99871) 232-01- 49, (99871) 239-43-51, e-mail: info@tsue.uz.

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ВВЕДЕНИЕ (аннотация диссертации доктора философии (PhD))

Актуальность и востребованность темы диссертации. В мире образование и наука являются основными факторами социально-экономического развития, реализуются модернизация системы управления высшими учебными заведениями и повышение ее качества, механизмы определения достигнутых результатов. Сегодня в системе образования развитых стран широкое распространение получил корпоративный метод управления, отказ от авторитарной и административно-бюрократической модели управления²⁴. Поэтапно осуществляется формирование необходимых компетенций для модернизации системы управления высшими учебными заведениями с использованием инновационных идей, технологий и зарубежного опыта.

Инновации в управлении высшими учебными заведениями (ВУЗы) укрепляют навыки принятия решений и способствуют институциональному росту в развитых и развивающихся странах по всему миру. Модернизация и обновление системы управления высшими учебными заведениями сегодня являются наиболее передовыми инновациями во всех высших учебных заведениях. Институциональное признание по-прежнему определяет, соответствует ли высшее учебное заведение минимальным требованиям к качественному образованию и современной структуре управления. В ведущих странах мира проведено научное исследование в направлении модернизации системы управления высшими учебными заведениями в соответствии с ИТ и инновационным менеджментом. Разработка информационно-дидактического обеспечения использования современных образовательных ресурсов в системе высшего образования, совершенствование дидактической модели управления, проектов «Управление высшим учебным заведением» и «Модернизация» на основе теоретического обобщения и согласования экономической и управленческой моделей. Приоритет системы управления, обеспечение качества, система управления знаниями на основе ИТ, совершенствование матрицы и программного обеспечения на основе развития мобильного развития управления в высших учебных заведениях требуют повышения эффективности современных драйверов управления, задач и приложения, а также результатов на основе разработки эффективной модели управления инновациями.

В последующие годы в вузах на высоком уровне реализовывались практические направления по коренному совершенствованию системы управления, повышению качества образования, формированию конкурентоспособных студентов, в связи с этим созданию конкурентной среды в учебных заведениях нашей страны. В новой Стратегии развития Узбекистана на 2022-2026 годы важной задачей определено «Повышение уровня образования с высшим образованием на 50% и улучшение качества

²⁴ Корпорация управления образованием (EMC) (<http://www.edu-mgt.com>)

образования»²⁵. Успешное решение этих задач требует повышения потенциала управления высшим образованием в нашей стране. Кроме того, проводится масштабная работа по коренному совершенствованию системы высшего образования в нашей стране, модернизации системы управления в высших учебных заведениях, созданию необходимых условий для подготовки высококвалифицированных специалистов на уровне международных требований, стандартов, в соответствии с приоритетными задачами социально-экономического развития. Постановление Президента Республики Узбекистан № 2909 от 20 апреля 2017 года «О мерах по дальнейшему развитию системы высшего образования»²⁶ определяет меры по оснащению научных лабораторий информационно-коммуникационными технологиями.

Закон Республики Узбекистан от 11 июля 2019 года «Об осуществлении иного образования в сфере высшего и специального образования»²⁷ № ПП-5763 «Об образовании», 2018 г. № ПП-3755 от 30 мая «Отбор перспективных управленческих кадров»²⁸, №ПП-5847 от 8 октября 2019 года «О мерах по созданию современной системы отбора»²⁹, «Государственная система высшего образования Республики Узбекистан В процессе утверждения концепции развития до 2030 года», ПД-60 от 28 января 2022 года «Стратегический план Нового Узбекистана на 2022-2026 годы»³⁰ и ПД-2909 от 20 апреля 2017 года «Дальнейшее развитие системы высшего образования»³¹ и № ПД-60 «Академическое и организационное управление государственной программы высшего образования»³² от 24 декабря 2021 года, № ПД-61 от 24 декабря 2021 года «Обеспечение финансовой независимости государственных высших учебных заведений»³³ и Постановление Президента Республики Узбекистан Шавката Мирзиёева о «Стратегию развития Нового Узбекистана» было объявлено 26 января 2022 года, и данная исследовательская диссертация в определенной степени подтверждает эффективное выполнение обязанностей и задач, указанных в других соответствующих нормативно-правовых документах, касающихся управленческой деятельности. служит для обеспечения.

²⁵ Указ Президента Республики Узбекистан «О стратегии развития нового Узбекистана на 2022-2026 годы» от 28 января 2022 года № УП-60. // www.lex.uz

²⁶ Указ Президента Республики Узбекистан «О мерах по дальнейшему развитию системы высшего образования» от 20 апреля 2017 года №УП-2909. // www.lex.uz

²⁷ Указ Президента Республики Узбекистан от 11.07.2019 №ПП-5763 «О мерах по реформированию управления в сфере высшего и среднего специального образования». // www.lex.uz

²⁸ Постановление Президента Республики Узбекистан от 30.05.2018 №ПП-3755 «О мерах по созданию современной системы подбора перспективных управленческих кадров на конкурсной основе». // www.lex.uz

²⁹ Указ Президента Республики Узбекистан от 08.10.2019 № ПП-5847 «Об утверждении Концепции развития системы высшего образования Республики Узбекистан до 2030 года». // www.lex.uz

³⁰ Указ Президента Республики Узбекистан от 28.01.2022 г. №ПП-60 «О стратегии развития Нового Узбекистана на 2022-2026 годы». // www.lex.uz

³¹ Постановление Президента Республики Узбекистан ПП-2909 от 20.04.2017 г. «О мерах по дальнейшему развитию системы высшего образования». // www.lex.uz

³² Постановление Президента Республики Узбекистан ПП-61 от 24.12.2021 г. «О мерах по обеспечению финансовой самостоятельности государственных высших учебных заведений». // www.lex.uz

³³ Постановление Президента Республики Узбекистан ПП-61 от 24.12.2021 г. «О мерах по обеспечению финансовой самостоятельности государственных высших учебных заведений». // www.lex.uz

Соответствие исследования приоритетным направлениям развития науки и технологий республики. Данное исследование является приоритетным направлением развития науки и техники республики. I. Работа выполнена в соответствии направлением «Формирование системы инновационных идей в социально-правовом, экономическом, культурно-духовном и образовательном развитии Республики Узбекистан как информационного общества и демократического государства, и пути их реализации».

Степень изученности проблемы. Имеется много исследований по системе управления образовательными учреждениями нашей республики, подготовке и переподготовке управленческих кадров образовательных учреждений и системы непрерывного образования, интеграции системы управления и функционального управления высшими учебными заведениями проводились исследования, работы ученых М. Хакимовой, Д. Химматалиев, У. Бегимкулов, У. Иноятов, Я. Исмадияров, Р. Ахлидинов, Ш. Курбанов, Э. Сейитхалилов, К. Шодмонов, С. Тургунов, А. Ходжаев, М. Нигматов, В. Садиев, Р. Джураев, М. Юлдошев и другие.

Работы таких исследователей и ученых Содружества Независимых Государств А. Круглов, Е. Троицкий, С. Юн, В. Веснин, О. Виханский, А. Гапоненко, Л. Зайцев, Т. Зуб, И. Мазур, Б. Мильнер, А. Панкрухин С. Посвящены данному направлению. Следует отметить, что Попов, А. Поршнева, А. Пригожий, Н. Саломатина, М. Соколова, Р. Фатхутдинов, М. Шифрин проводили исследования по развитию современной системы управления. Кроме того, вопросы управления высшими учебными заведениями освещаются в исследованиях А. Егоршина, С. Резника.

Зарубежные ученые Ж. Нго, Л. Мик, А. Мазорозе, П. Мхзе, Х. Хаугсбаккен, И. Лангсет. М. Альберт, И. Ансофф, Д. Шендель, Р. Дафт, П. Друкер, Р. Каплан, П. Нивен, Д. Нортона, Ф. Котлер, М. Мескон, А. Стрикленд, А. Томпсон, а также Д.Траут, Д. Хасси, Ф. Хедури в своих научных работах изучали практические и теоретические вопросы в системе управления высшими учебными заведениями.

Связь темы диссертации с планами научно-исследовательской работы высшего образовательного учреждения, где выполнена диссертация.

Диссертационное исследование по плану исследований научно-исследовательского центра «Научные основы и проблемы развития экономики Узбекистана» при Ташкентском государственном экономическом университете и международном сотрудничестве Всемирной торговой организации и ООН по теме «Ready4 Trade Центральная Азия» (2022 — по настоящее время) в рамках проекта.

Целью исследования является определить «точки среза» внедрения передовых и «умных» технологий в систему управления высшими учебными заведениями и разработать рекомендации по модернизации системы управления высшими учебными заведениями на основе опыта Индонезия.

Задачи исследования:

анализ педагогических возможностей использования современных управленческих драйверов в системе управления высшим учебным заведением;
совершенствование гибридной модели тенденций развития системы высшего образования и модернизации системы управления государственными высшими учебными заведениями;

совершенствование алгоритма анализа, систематизации и оформления индонезийского опыта в области системы управления высшими учебными заведениями;

оценка эффективности использования средств управления на базе IT в системе управления вузом, выработка предложений и рекомендаций.

Объектом исследования является процесс совершенствования системы управления высшим учебным заведением на основе международного опыта. Всего в научных наблюдениях приняли участие 400 профессоров и преподавателей, 200 административных сотрудников и 400 студентов Ташкентского государственного экономического университета, Индонезийского педагогического университета, Гулистанского государственного университета и Ферганского государственного университета.

Предметом исследования являются формы, методы и средства совершенствования системы управления высшим учебным заведением на основе зарубежного опыта.

Методы исследования. В процессе исследования использовались сравнительный анализ, педагогический эксперимент-тест, наблюдение, анкетирование, тест, мониторинг, социометрические методы и методы математической статистики.

Научная новизна исследования:

в системе высших учебных заведений усовершенствованы методы управления на основе информационных технологий, основанные на системе действий в образовании, изменениях внешней среды, творческого потенциала, направленного на интересы субъектов и принципах дидактических целей;

модель управления в системе высших учебных заведений имеет фиксированный иерархический характер, виды образовательной деятельности, цели, направленные на достижение долгосрочных образовательных результатов, теоретические основы, уровни, этапы, стратегические инициативы, модернизацию показателей образовательной эффективности, гибкую интеграцию опыта развитых вузов мира;

усовершенствовано управление в системе высших учебных заведений на основе оценки заинтересованных сторон, градации отношений между наукой, образованием и производством, поэтапного внедрения инновационной и интернационализационной инициативы субъектов образовательного процесса;

на основе опыта Индонезии был усовершенствован алгоритм процесса управления высшим учебным заведением на основе анализа плановой, кадровой и маркетинговой и финансовой инфраструктуры, непрерывного и динамического внедрения показателей эффективности.

Практические результаты исследования:

предложена создание глубокой, здоровой и творческой среды, формированию национальных компетенций и знаний, совершенствованию профессиональных навыков в системе управления высшими учебными заведениями;

в системе высших учебных заведений достигнуто повышение качества образования на основе зарубежного опыта, применение передовых и современных методов управления на основе творческих подходов, создание среды творчества, совершенствование организационно-управленческих механизмов на основе информационных технологии;

широкое использование информационных технологий в системе управления высшими учебными заведениями, повышена эффективность процессов создания прозрачной и творческой среды;

опубликована и внедрена в практику монография «Модернизация системы управления высшими учебными заведениями (на основе опыта высшего образования Индонезии)».

Достоверность результатов исследования основано на использовании подходов и методов, применяемых при проведении научного исследования, и научно-методического исследования, опыта практикующих преподавателей, использовании методов, подходящих для исследовательских задач и дополняющих друг друга и во-вторых, репрезентативность экспериментальной работы и математическая статистика полученных результатов. Это определяется обработкой методами и его оригинальностью, результаты исследований увязаны с практикой и одобрены соответствующими государственными органами.

Научная и практическая значимость результатов исследования. Научная значимость результатов исследования заключается в совершенствовании системы управления высшими учебными заведениями, адаптации ее к требованиям времени на основе зарубежного опыта, особенно опыта Индонезии, и служит научно-теоретическому развитию курсов «Инновационный менеджмент», «Менеджмент», «Управление персоналом», «Стратегический менеджмент» в нашей стране и объясняется тем, что они могут быть использованы в научно-исследовательских работах, направленных на их совершенствование, и тесно помогают разрабатывать меры для выбора вариантов стратегического развития в будущем.

Внедрение результатов исследования. По результатам научных исследований по модернизации системы управления высшими учебными заведениями на основе опыта Индонезии:

В парадигме перспективного развития высших учебных заведений создан мультимедийный электронный ресурс «Глобальное сравнительное образование», воплощающий в себе современные научно-методические основы использования всеобщего управления качеством (TQM), состоящего из комплекса функциональных элементов, таких как точные определение, мониторинг и оценка стратегических целей, деятельности и

институциональных проектов 'учебник был создан. В результате это позволило системно оценить потенциал педагогических подходов к модернизации качества образования;

Предложения по использованию мониторинга принятия решений в модели адаптивного усвоения в системе управления вузами и использованию показателей оценки эффективности процессов в монографии «Модернизация системы управления вузами (на примере опыта индонезийских вузов) учреждений)» (Решение № 6 Совета Ташкентского государственного экономического университета от 31.01.2023 г.) последовательно освещалась и принималась для использования в практической деятельности системы управления образованием. В результате систематической реализации данных рекомендаций в высших учебных заведениях совершенствовались эффективные инструменты управления персоналом и методы управления образованием;

Предложения по укреплению конкурентных позиций на рынке образовательных услуг за счет внедрения в систему управления образованием вузов таких стратегических инноваций, как современная матричная система управления, были представлены Всемирной торговой организацией и ООН «Ready4 Trade Central Asia» (Справка № 01/2-137 от 14 июня 2023 года НИЦ «Научные основы и проблемы развития экономики Узбекистана» при Ташкентском государственном экономическом университете). В качестве в результате обеспечена эффективная модернизация системы управления с использованием международного опыта;

Предложения по использованию системы обеспечения качества (QA) и комплексной системы управления эффективностью (IPMS) Управления образования, обеспечивающей динамичность и непрерывную интеграцию процесса управления высшим образованием Научное развитие высшего образования при Министерстве образования, науки и инноваций - используется в практической деятельности научно-внедренческого центра передовых технологий. (справка № 02/01-01-41 от 17.03.2023 г. Центра развития высшего образования, исследований и внедрения передовых технологий при Министерстве высшего образования, науки и инноваций Республики Узбекистан). В результате достигнуто формирование архитектуры эффективной комплексной системы управления, обеспечивающей гармонию конечных целей учебной, научно-исследовательской и инновационной деятельности высших учебных заведений, включающей широкий спектр деятельности.

Апробация результатов исследования. Результаты исследования были обсуждены на 4-х научно-практических конференциях, в том числе на 2-х международных и 2-х республиканских научно-практических конференциях.

Опубликованность результатов исследования. Всего по теме диссертации опубликовано 21 научных работ, в том числе 1 монография, 16 статей в научных изданиях, рекомендованных к публикации основных научных результатов докторских диссертаций ВАК РУз, в том числе 4 в республиканских и 12 в зарубежных журналах.

Структура и объем диссертации. Диссертация состоит из введения, трех глав, общих выводов, списка использованной литературы и приложений. Объем диссертации составляет 170 страницы.

E'LON QILINGAN IShLAR RO'YXATI
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