

## MANAGEMENT DEVELOPMENT IN HIGHER EDUCATION IN UZBEKISTAN

**Seyitov A, Sobirova U.**  
**National University of Uzbekistan**  
[tamazas@mail.ru](mailto:tamazas@mail.ru)

**Abstract:** Further development of higher education system is an important factor of the country's prosperity. The initiatives of the head of state have become the impulse of radical improvement of the sphere of education. Management is a branch of knowledge at the intersection of a number of humanities, including sociology, which is intensively developing in the conditions of market economy.

Requirements for professional training of a manager in the sphere of higher education are divided into different groups. The problem of quality of managerial personnel in Uzbekistan is often related to the lack of management experience in a market economy. Another problem is the need to counter corruption at all levels of higher education.

The next problem that is emerging in the modern management of higher education in Uzbekistan is the oversupply and continuous growth of managers with a constant increase in the academic load on the faculty. The problem of correspondence between management and mentality can also be highlighted.

The solution of these problems requires appropriate management activities. The article suggests a number of principles for further development of higher education management in Uzbekistan.

**Keywords:** Uzbekistan, higher education, management, market economy, problems, efficiency of management, quality of personnel, corruption, redundancy of personnel, independence of universities, transparency of the process, problem solving, recommendations.

**Introduction.** Uzbekistan faces a number of strategic tasks, among which is the further development of education as the most important factor for the prosperity of the country, sustainable economic growth and employment. The initiatives of the Head of State have become a new impetus for radical improvement of the sphere and radical revision of the content of training at the level of international standards [1]. These and other measures, in particular, are aimed at increasing the efficiency of the educational process, strengthening and modernizing the material and technical base of universities, equipping them with modern educational and scientific laboratories and modern information and communication technologies.

Today, higher education in Uzbekistan trains qualified specialists for various spheres of social life and economic sectors - scientific, economic, technical and others. The educational process systematizes knowledge and acquired skills, orienting students to solve theoretical and practical problems in the vector of selected specialization with the creative use of modern scientific thought and technology.

The system of higher education in Uzbekistan has two stages of certification. Bachelor's degree - basic higher education that provides basic skills and sufficient knowledge in different areas. Duration of study is at least 4 years. At the end of the program the state commission awards the graduates with the qualification "bachelor" according to the profile of training and issues the diploma of the established sample.

Master's degree - higher education, which implies the mastery of applied and fundamental theoretical knowledge in the chosen specialty. Term of study - at least 2 years. The access to education in a magistracy has the bachelors selected on competition. Upon termination graduates receive the diploma and a magistracy degree on the certain specialty.

There are 117 higher educational institutions in our country. In the following years, the opening of new universities and the coverage of youth with higher education will continue. If before 2017 about 9 percent of secondary school graduates were admitted to universities, this academic year, due to the admission of more than 146 thousand students for the first year, the level of coverage of higher education reached 20 percent. In 2021 it is planned to increase this figure to 25 percent.

The number of students admitted to master's degree was also increased more than twice - from 5 to 11.5 thousand people. In 2019/2020 academic year, 6% of the faculty of higher education institutions was renewed at the expense of graduates of the Master's degree.

The total number of branches of foreign universities has reached 21 and will continue to grow. Universities of such countries as Russia, Malaysia, Germany, Japan, Italy and France are interested in opening their branches not only in Tashkent but also in the regions. It is planned that the number of non-governmental universities will increase to 10 by 2021 [2].

By the example of the Mirzo Ulugbek National University of Uzbekistan, one can trace a number of achievements, thanks to which during the period of his activity he made a significant contribution to the development of education and science, as well as training for various sectors of the economy, social and spiritual spheres of the republic. Over 100 academicians and 2.5 thousand doctors and candidates of science have been trained. More than 110 scientific and scientific-educational projects are being implemented, 18 of which are international, in which more than 50 percent of university lecturers participate. About 225 teachers and doctoral candidates are provided with internships, advanced training and scientific research at the leading universities of the world. The remuneration of the faculty has been increased by 2.5 times [5].

In the framework of the article we should note that management is a branch of knowledge at the intersection of a number of humanities, including sociology, which is intensively developing in a market economy. Management, from the English word "management", is usually understood as a set of principles and methods of managing a business structure aimed at achieving goals through the use of internal potential. The field of management is extremely diverse, so its successful implementation depends on a variety of factors and tasks it faces. The management system should

contribute to the development of organizations, increase their stability, solvency and autonomy.

At the same time, analysis of the higher education system in Uzbekistan, the sphere of management as its component, reveals a number of drawbacks, which are obstacles in the sphere of training of highly qualified personnel and development of human capital. In our opinion, the most important problems of modern management of higher education in Uzbekistan are:

condition and quality of managerial staff,

Increasing requirements to the professional level of teachers,

Improving the level of their competencies to enable them to bring intellectual and economic benefit to the institution of higher education.

The requirements for the professional training of a manager in higher education can be divided into two groups. The first group is the set of skills and competencies required for successful and high-quality management work. This group includes skill:

- set clear goals for yourself and then implement them;
- to make decisions with high dynamism and unpredictability in the development of students' requirements;
- motivate employees in the scientific sphere;
- use information (both national and advanced international expertise) in the development of their university;
- possess the ways to increase management efficiency;
- use modern means of communication and communication, etc.

The second group of requirements for effective management of management training for universities is psychological in nature, namely, the ability of the manager to work within the team of scientists.

The problem of quality of managerial personnel in Uzbekistan is often related to the lack of management experience in a market economy. Thus, one of the directions of development of national universities in Uzbekistan is their increasing independence, both in terms of defining the educational process and financing.

One of the methods of its solution can be an economic culture, which includes the treatment of commercial success as a great social achievement and reveals the creative potential and entrepreneurial spirit of each participant in the scientific and educational process.

In the sphere of personnel the insufficient level of introduction of modern pedagogical technologies into educational process also belongs to problems. Unfortunately, the content of the educational process lags behind the innovative and technological development of economic sectors. Inefficiency of professional development courses and internships for pedagogical and research staff remains. There is no clearly defined strategy for the development of each specific university based on modern methods and best practices of management of higher education institutions.

Another problem, but no less urgent, that modern management faces is the need to counteract corruption at all levels of higher education. At the present stage,

corruption is present in many structures of higher education. The presence of its characteristics is a negative factor in the work of individual educational structures.

Thus, the Chairman of the Senate of the Oliy Majlis of Uzbekistan T. Narbayeva at the sixth plenary session of the upper house of parliament criticized the system of higher education in Uzbekistan, saying that corruption in this area undermines the quality of education. "We need to completely clean up the system of education, especially higher education. According to research, corruption exists at virtually all levels of higher education. Corruption cases are widespread at the stage of entrance exams, during education, during transfer (from one university to another)," said the head of the Senate [3]. According to T. Narbaeva, corruption affects not only the quality of education, but also negatively affects the position of the country's universities in international rankings.

The main difference between the economics of higher education, which is adhered to by leading Western universities, and the national system is that the role of government managers in terms of interaction with managers of private universities is minimized. Unfortunately, officials sometimes use their authority to initiate management decisions that are beneficial to them in the activities of universities. From our point of view, the creation of an information environment dedicated to countering corruption and the formation of the moral image of law-abiding employees of our country's higher education system could become one of the most important methods to address this management problem. Informational transparency of decision-making and independence of universities are important conditions for the fight against corruption.

Thus, in order to eradicate corruption in higher education, an "Electronic University" system will be introduced. It will minimize the human factor in assigning grades and get rid of paper notes and magazines. In addition, universities will be able to save significant funds by optimizing management staff and direct these funds to the development of the institution. From 2020/2021 academic year it will be implemented [2].

The next problem that arises in the modern management of higher education in Uzbekistan is the overabundance and continuous growth of managers in rectories and deaneries with a constant growth of the academic load on the faculty. This problem arises due to the fact that the system of higher education passes into the stereotype of allegedly effective command and administrative management and the need for total control to justify its own "need". As a result, despite the constant declaration of the fight against bureaucracy, the number of various reports is constantly growing, which are now covered by beautiful definitions as "rating", "monitoring", etc.

The solution to this problem lies in the real selectivity of university rectors, following the example of the world's leading universities, on the part of faculty and student staff. Then, the main criterion for the effectiveness of the management apparatus, rectorate and dean's office will be the training of graduates of higher qualification, who are able to manage private companies. In their turn, former

graduates will form the "backbone" of the council of founders of universities, which will provide the necessary material support.

The next problem faced by the modern management of the higher education system is the irrational use of time resources. This problem arises as a result of illiterate actions such as: free work, poorly organized information exchange and insufficient motivation of the faculty.

Another problem that may arise at the current stage of management development is the problem of correspondence between management and mentality. There is a deep intrinsic relationship between these two elements; their correspondence is one of the main conditions for the balance of social systems characterized by the absence of social conflicts. It can be concluded that management is a form of mentality expression. Therefore, it is important to take into account all the nuances of the country's mentality in order to implement more successful planning and management policies.

Despite a number of problems faced by the modern science of management of the higher education system in Uzbekistan, there are certain development prospects. The peculiarity of national management is its flexibility, mobility and adaptability. Formation of management in the country's higher education institutions should rely on the personal abilities of each bachelor or master, their professional training, the desire of teachers to develop and improve their skills. It is also necessary to take into account business qualities of a scientist's personality, namely perseverance, purposefulness and ability to perceive new information, when forming management.

Speaking about the future, let us mention the signing by President Shavkat Mirziyoyev of the Decree on approval of the Concept of development of higher education system till 2030. Within the framework of the Concept, more than 70 targets have been approved which are planned to be achieved by 2030. Among them is an increase in the coverage of graduates of higher education from the current 20% to 50%, the number of non-state universities, including those based on public-private partnerships, from 5 to 35, the coverage of the credit modular system - from 2% to 85%.

It is planned to turn the National University of Uzbekistan and Samarkand State University into flagship universities and bring the level of knowledge in them to the level of inclusion in the 500 best universities of the world. It is also planned to include at least 10 universities in the top-1000 international rankings. The concept provides for a transition to the "University 3.0" concept, within the framework of which the universities will conduct extensive research work, create technology parks, laboratories, incubators and even museums [4].

All this requires appropriate management activities. Thus, it is possible to distinguish such principles of further development of management in Uzbekistan of higher education:

- a rational combination of government intervention and the market;
- achieving the maximum goals in the organization through the optimal distribution of material, time and labor resources in the main areas of the university;

- improving the level of professional training of managerial staff;
- introduction and use of new management methods that allow the HEIs to adapt to the most flexible perception of environmental changes;
- maximum use of innovations associated with an increase in the flow of incoming information;
- use of strategic planning and management in HEIs activities.

### **References:**

1. See, for example, the Decree of the President of the Republic of Uzbekistan "About measures on further development of higher education system" from April 20, 2017 // <https://lex.uz/docs/3171587>.
2. Ministry of Higher Education - about plans in the field of higher education. // <https://www.gazeta.uz/ru/2020/03/07/education/>.
3. Corruption exists at all levels of higher education. // <https://www.gazeta.uz/ru/2020/08/07/corruption-edu/>
4. on approval of the Concept of development of higher education system of the Republic of Uzbekistan till 2030. The decree of the President of the Republic of Uzbekistan. // <https://lex.uz/ru/docs/4545887>.
5. On measures on radical improvement of the system of training the required qualified personnel and development of scientific potential in the National University of Uzbekistan named after Mirzo Ulugbek in 2019 - 2023. Resolution of the President of the Republic of Uzbekistan № PP-4358 of June 17, 2019 // <https://lex.uz/uz/docs/4380626>.