

WAYS OF ASSESSING MANAGEMENT EFFICIENCY IN HIGHER EDUCATIONAL INSTITUTIONS IN THE CONDITIONS OF AN INNOVATIVE ECONOMY

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<https://doi.org/10.5281/zenodo.15572706>

Abstract: The article develops a system for assessing the effectiveness of management activities in higher education institutions in the context of an innovative economy, as well as an algorithm for comparative assessment of the effectiveness of management in higher education institutions. Proposals are presented for assessing the effectiveness of higher education institutions.

Keywords: education, higher education, management, administration, professors, teachers, students, management characteristics, management effectiveness, evaluation system.

Introduction. A number of scientific studies are being conducted in the world to improve the quality and efficiency of educational services, to increase the role of educational services in the formation of an innovative economy. In particular, the role of educational services in sustainable economic development, the globalization of higher education services and ways of transforming them into a digital economy, the role and functions of higher education and human capital in the formation of an innovative economy, issues of financing higher education services, modeling the labor and educational services market and improving its management system, assessing the competitiveness of graduates of higher educational institutions, improving innovative activities in education, organizational and economic mechanisms for improving the quality of training highly qualified personnel, and increasing the income of employees providing services in education are among the priority areas of research in this area.

The training of quality personnel does not happen by itself. It requires the establishment of continuous education to improve the individual as a necessary personnel from the point of view of the state and society. This requires, first of all, the formation of qualified teachers and focusing their work on improving the quality and efficiency of education. Because in order to train qualified personnel, qualified teachers must be formed in higher education. This, in turn, requires the training of qualified teachers and the proper organization of their activities.

Analysis of literature on the topic . Higher Issues related to improving the management of the education system were discussed by our scientists S.S.G'ulomov, A.T.Shermuhammedovlar¹, M.A.Ikromov², M.Q.Pardayev³, M.E.Po'latov, Q.X.Abdurakhmonov, Sh.R.Kholmo'minov, N.Q.Zokirova⁴ etc are engaged in this field. These authors have published a number of literature and scientific articles. They mainly cover issues such as improving the education system, digital economy, implementing digital education, and personnel management .

Research methodology. The article used methods such as spatial and temporal, logical, and comparative analysis of teaching staff management in the higher education system .

Analysis and results. Therefore, in order to achieve completeness and comprehensiveness in higher education institutions, we carry out effective evaluation through two components: the effectiveness of implementing modern management and the effectiveness of its organization.

The criteria for assessing the effectiveness of modern management are grouped into three levels: 1) activity management: managing higher education institutions as an open system in the development of communicative relations with the market; 2) function management: implementing the principle of "from the needs of professional activity to the needs of the market" in the interrelation of all management functions; 3) demand management: creating, coordinating, satisfying and progressive formation of customer demand of all categories.

The system for assessing the effectiveness of the management of higher education institutions, which includes a balanced set of key criteria for the modern management of higher education institutions, is presented in Table 1.

1 - table

The university is modern. management efficiency assessment system⁵

1. Activity head-and-shoulders	1.1.Higher education institution of the leadership to management orientation	1.1.1.High management customers needs and requirements orientation . 1.1.2.Modern management importance and it in the activities of the university practical application for objective need understanding 1.1.3.Management tools application results according to management decisions acceptance to do readiness .
	1.2.Personnel to management orientation	1.2.1.Management with related not been of divisions to management attitude 1.2.2.Employees management principles active to apply readiness . 1.2.3.Corporate culture development .
	1.3.Between management and personnel mutual communication	1.3.1.Management their work management with related not been from work separation 1.3.2.Powers to give 1.3.3.Decision acceptance to do process .
	1.4. Management system openness	1.4.1.Orientation to the external environment. 1.4.2.Distribution of priorities in the chain "Provision of educational services - receipt of educational services".



2.Function control	2.1.Planning and sitting	2.1.1.Strategic planning system existence . 2.1.2.Management research transfer directions and speed . 2.1.3.Applying an integrated approach to management planning. 2.1.4.Management information system activity to show .
	2.2.Organization to fall	2.2.1.Management department official composition . 2.2.2.Employees qualification and professionalism . 2.2.3.Coordination of activities in the management department. 2.2.5. Relations of the management department with other departments of the university.
	2.3.Motivation	2.3.1.Management department employees encouragement system . 2.3.2.Compatibility of the values of the university and the personal values of the department staff.
	2.4.Control	2.4.1.Management activity efficiency criteria accuracy . 2.4.2.Control done increase regularity .
3.Student management .	3.1.Education services management	3.1.1.Education of services new produce types exit 3.1.2.Education services assortment to form .
	3.2.Graduates to work placement management	3.2.1.For specialists needs analysis to fall 3.2.2.Graduates to work placement opportunities looking for find system existence .
	3.3. Price management	3.3.1.Price formation methods . 3.3.2.Privileges and discounts system .
	3.4.Communication s management	3.4.1.Communication policy to form . 3.4.2.Communication of programs directions .

Based on the analysis of the information we received, recommendations were developed for the further development and improvement of modern management of higher education institutions.

One of the main issues in assessing the effectiveness of modern management is to determine the place and role of the management department in the organizational structure of higher education institutions, including its interaction with other structural units, the list of areas of activity, their completeness and complexity.

Accordingly, we evaluate the effectiveness of the organization of modern management by a set of the following criteria: the implementation of professional activities by the management department: studying competitors, consumer research, managing educational activities, organizing new ideas for educational services and programs, setting prices for services, promoting educational services and organizing effective sales, developing a management strategy in education; integration of the management department into the management system of higher educational institutions: the interaction of the management

department with the constituent units of higher educational institutions; the ability to assess the consequences of management decisions made. This ensures the introduction of corrections (feedback) to the results obtained and characterizes the level of participation of the management department in the implementation of control; the internal environment of the management department: the qualifications and professionalism of the management department staff, the structure of management costs, methods of financing the management department. An objective assessment of the organization of management of higher education institutions allows us to determine the position of the management department and the level of its business activity.

To perform a comparative analysis of the results of the assessment of management effectiveness among competing higher education institutions in the regional higher education market (Figure 1), we process the obtained values by their ratio according to the selected criteria.

A positive degree, which ensures high efficiency, corresponds to a value greater than 1, and a negative degree, which provides the opposite value, corresponds to a value less than 1. In addition, if the values are equal, an intermediate option is possible.

This approach allows you to identify the strengths and weaknesses of the organization and implementation of higher education institutions' governance, as well as the most problematic areas where corrective action should be taken.

The proposed methodology is based on identifying and assessing the main universal parameters of management in the activities of higher education institutions, the growth of which, in general, leads to an increase in the pace of comprehensive and accelerated development, increasing their competitiveness.

The issue of higher education efficiency has been interpreted as an investment in the potential market value of an individual as a labor market agent, both in terms of efficiency, competitiveness, and direct educational services, the economic efficiency of funds spent on education, and the social impacts that are externalities. Similarly, human capital theory considers the efficiency of higher education from the perspective of the state, society, and the employer⁶.



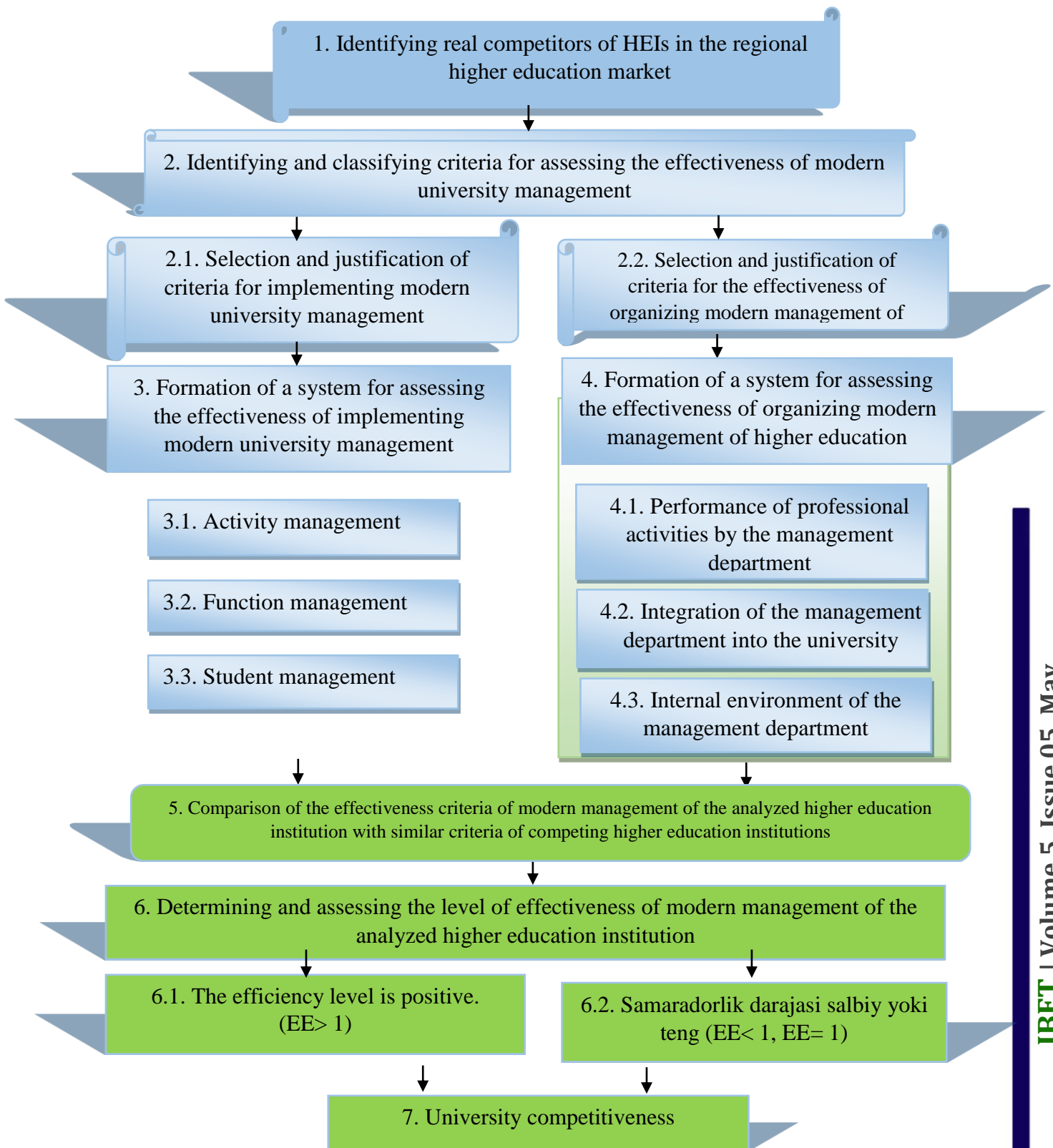


Figure 1. Algorithm for comparative assessment of university management effectiveness⁷



Modern research in the field of management of higher professional education institutions increasingly considers higher education institutions as agents of the market environment. The effectiveness of their activities is viewed as a comparison with strategic goals from the perspective of strategic management. In this case, the strategic goals of a higher education institution are usually localized in the direction of fulfilling state tasks in personnel training and increasing their competitiveness.

Conclusion and suggestions. As a result of research conducted on the development of the education system, the educational system is aimed at increasing the efficiency of educational services and entrepreneurial activities. A number of scientific and practical recommendations have been developed .

First , it is necessary to create a mechanism for managing the effectiveness of educational services and entrepreneurial activities in the higher education system . So far, little attention has been paid to the management of this area. To make optimal management decisions based on the specific characteristics and levels of the education system, it is necessary to form a system of indicators , classifying them by their economic content It should be taken into account that developing a methodology for their assessment is also an objective necessity today .

Secondly , The development of organizational and economic factors for improving the efficiency of educational services and entrepreneurial activities in the higher education system of our country and the methodological foundations of their classification have become an objective necessity today. Identifying factors affecting the change in the efficiency of educational services and entrepreneurial activities in the education system , finding internal opportunities by calculating their impact and making appropriate management decisions on their effective use is also one of the most urgent issues today.

Thirdly , it is also appropriate to develop models that assess and improve the efficiency of educational services and entrepreneurial activities provided by higher education institutions , using the current opportunities of the digital economy, and factors affecting changes in the efficiency of educational services and entrepreneurial activities.

Fourth , the issue of developing a system of indicators that reflect the effectiveness of educational services and entrepreneurial activities in our country's higher educational institutions and showing ways to determine them is also a pressing issue . These will allow us to assess and analyze the effectiveness of educational services and entrepreneurial activities provided by higher educational institutions not only in quantitative terms, but also in qualitative terms.

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