

**SCIENCE AND EDUCATION
IN KARAKALPAKSTAN**

**ҚОРАҚАЛПОҒИСТОНДА
ФАН ВА ТАЪЛИМ**

**ҚАРАҚАЛПАҚСТАНДА
ИЛИМ ҲӘМ ТӘЛИМ**

**НАУКА И ОБРАЗОВАНИЕ
В КАРАКАЛПАКСТАНЕ**

2-сон
Нукус
2020 й
ISSN 2181-9203





Science Magazine

Chief Editor:

Reymov A.

Deputy editor in chief:

B.Utemuratov

Executive secretaru:

Sh.N.Abdinazimov

Editorial board:

- Bazarbaev J. Dr of Ph, academic
 Ayimbetov N.K. Dr of Economic Sciences
 Turdimambetov I.R. Doctor of Geography
 Ataniyazova O.A. Dr of medical sciences
 Aleuov W. Doctor of pedagogy
 Ubaydullaev Kh. Dr of Economic Sciences
 Umarova Q.U. Doctor of law
 Berdimuratova A.K. Doctor of Phylosophy
 Abdullaeva J.A. Dr of Hist. Sciences
 Ayimbetov M.J. PhD in Technical Sciences
 Auezov O. Doctor of Tech. Sciences
 Baimanov K.I. Dr of Technical Sciences
 Bokieva G. Doctor of Philology
 Jarimbetov K.H. Doctor of Philology
 Ismayilov K.A. Dr of phys-math sciences
 Kayypbergenov B.T. Dr of Tech. Sciences
 Kayypbergenov A.T. Dr of Tech. Sciences
 Kuranbaev K. Doctor of Philology
 Kudaibergenov K.K. Dr of phys-math sciences
 Kushiev H. Dr of Biol. Sciences
 Mambetnazarov B.S. Dr of Agr. Sciences
 Mambetullayeva S.M. Dr of Biol. Sciences
 Murtazayeva A.D. Dr of Hist. Sciences
 Muslimov N. Doctor of pedagogy
 Nizamatdinov K.K. PhD in law sciences
 Nishonova Z.T. Dr of psychology sciences
 Oripova M.H. Dr of Tech. Sciences
 Paluaniyazov P.K. PhD History
 Rakhmonov I.U. PhD in technical sciences
 Razhapov A. Dr of Tech. Sciences
 Sadullaev A. Dr of phys-math sciences, acad
 Tagaev M.B. Dr of phys-math sciences
 Toreniyazov E.Sh. Dr of Agr. Sciences
 Utebayev T.T. Doctor of pedagogy
 Holbaev I. Dr of phys-math sciences
 Xudoyberdiyev F.I. PhD in technical sciences
 Shermuhamedova N. Doctor of Phylosophy
 Egamberdiev F. Dr of Economic Sciences
 Tleumuratov G. PhD in Philology
 Kubeysinova D.T. PhD in Philology
 Kurbanbaev Dj. A. PhD in Pedagogy
 Seytjanov J.E. PhD in Philology

Editorial address:

Street, 1 Ch.Abdirov,
 Nukus, 230100,
 Phone: 223-60-19

Authors are responsible for the accuracy of the information given in articles.

<i>NATURAL SCIENCES</i>	
Qilishbaeva G.K. Periodic solutions of one system of differential equations with delay.....	3
Otarov A.O., Edilbekova R.M. Solution of systems of finite-dimensional equations by differential descent.....	6
Kudaybergenov A.A., Samandarov B.S. Mathematic models of channels of irrigation systems.....	11
Rakhimberdiyev Q., Khojaniyazova S. Application of A.Shamir algorithm for transmission of information on open communication channels.....	19
Kurbanov B.T., Minajatinov I., Tajibaev R.T. On integral formulas in the space of rectangular matrices.....	24
Kalendarov I.I., Abdireymov A.R. Network planning method in an automated system inside a shop operational management.....	32
Rakhmonov Z.R., Urunbaev J.E., Alimov A.A. Shikhiev R.M. On the asymptotic behavior of solutions of a system of diffusion equations with nonlinear boundary conditions.....	39
Utebaev D., Nurullaev J.A. On the accuracy of the finite element method scheme for the equation of ion-sound waves in an unmagnetized plasma.....	50
Shikhiev R.M., Samandarov B.S. To properties of solutions of one nonlinear heat conductivity problem with absorption.....	57
<i>TECHNICAL SCIENCES</i>	
Ganiev P.Kh., Namazov Sh.S., Beglov B.M., Usanbaev N.Kh., Reymov A.M. Obtaining granular humic urea based on a melt of urea and oxidized coal with hydrogen peroxide.....	63
Gadaev A.N., Jumamuratov D.K. Urgent Central Asian water challenge: sustainable water resources management.....	70
Kuchkarov A.A., Muminov Sh.A., Omonillayev B.I., Sarsenbaev D.B. Optical-geometric and energetic characteristics of the fresnel mirror-concentrating systems.....	74
Xayrova T. Residential complexes with natural elements.....	80
Kasimakhunova A.M., Zokirov S.I., Sarsenbaev D.B. Analysis of the efficiency of polycrystalline- silicon photocells mounted on a fixed and moving substrate.....	84
Asamatdinov M.O., Ilyasov A.T., Embergenov Q. Clay-gypsum binders: heat release kinetics and hydration.....	91
Isteleeva D., Shamuratova D. Decoration of jalpak and jumalak tuyme jewellery items of Karakalpak women.....	97
Tsoi V.M., Makhamatalliev I.M., Turgaev J.A. On electronic-microscopic research of a cement stone filled with fly ash.....	100
<i>COMMUNITY SCIENCES</i>	
Turdimambetov I.R., Uzakbaev K.K., Niyazimbetova G. Current status of medical services in the Republic of Karakalpakstan.....	104
Turdimambetov I.R., Seitniyazov K.M., Baltabaev O.O. Methods of toponymic researches of people's geographical terms in the Republic of Karakalpakstan.....	109
Zakimov A.M. Ways to increase the export potential of the region by protecting the natural resources of licorice and creating its plantations.....	112
Jumakhanov Sh.Z., Toshpulatov A.M., Niyazimbetova G. Toponymic classification of enclave exclave areas in the fergana valley.....	117
<i>HUMANITIES SCIENCES</i>	
Sultansuynov A.S., Djankhodjaev N.Dj., Yesemuratov B.A. Studying of features of physical readiness of pupils by means of the questioning method.....	122
Smaylova G. The role of grim culture in the theatre.....	127
Kalimbetov Sh. Some issues of polysemic and monosemic words in translation (on the materials of english and karakalpak language).....	131
Turdymuratov Zh.A., Tashnazarov J.Yu. Efficiency modeling techniques training young greco-roman wrestlers.....	134
Jangabaev J.J. The role of waterways in transport communication system in south aral areas in 18-19 centuries.....	137
Babaniyazova N.P. Teaching foreign languages via the internet.....	141
Sarsenbaeva Z.J. Pedagogical significance of developing students' linguocultural skills through proverbs.....	144
Kalekeev K. Presentation of national values and cultural heritage in the karakalpak press.....	148
Timofeeva S.S., Kalendarov I.I., Boboev A.A. Practice-oriented education for students directions of preparation "technosphere safety" - for health and safety specialists.....	152
Tajenova G.E. Level of use of foreign experience in improving the financing of export of agricultural products.....	158
Seytjanov J.E., Rakhmetova I.I. Theory and problems of translation in different languages.....	161
Seytnazarov K.R., Matjanov I.A. Issues of protection of the legal interests of a witness in criminal proceedings.....	164
Saymanova Sh., Nurumbetova G. Effective usage of linguostylistic devices in english poetry.....	167
Erniyazova S.M. Issues of participation of the Jokargi Kenes of the Republic of Karakalpakstan in the formation of the government of the Republic.....	170
Kazakbaeva A.T. The sound similarities and differences in karakalpak and chuvach languages.....	173
Jumanov A.O. Legal aspects of water resources protection.....	176
Mambetkarimov R.R. Human morality as the basis of spirituality.....	180
Nizamatdinov K.K., Utebaev S.M. Property rights to securities and the basis of their establishment.....	183
Bekimbetova A.A., Dzhalgasbayeva M.S. Experiments to form arithmetic notions in public pedagogy.....	186
Toreniyazova D.K., Jumaniyazov D.K. Historical and ethnographic information about the population of the lower reaches of the amudarya in the late 19th - early 20th centuries.....	189
Biyimbatov J.K. Information security as an object of social philosophy.....	194
Babanazarov K.R. Some problems regarding research into radiation safety in foreign countries.....	197
Khojaniyazova I.J. Characteristics of using didactic materials in teaching natural sciences for primary school students.....	199
Tureniyazova A.I. Using openstego software for steganographic protection of information.....	201
Kakhkhorov O.S. The theoretical basis of strategic management of higher education system.....	205

The theoretical basis of strategic management of higher education system

Kakhkhorov O.S.

Bukhara State University

Summary: The article discusses the theoretical foundations of strategic management of higher education. Strategic control in higher education is aimed at determining to what extent the implementation of the strategy will lead to the achievement of industry goals. This distinguishes strategic control from management or operational control because the execution of a strategic plan is not concerned with the correctness of the implementation of the strategy or the performance of specific tasks, functions, and operations. Strategic control in higher education is focused on the feasibility of future strategies and their implementation to achieve the set goals. Adjustments based on the results of strategic oversight in higher education may apply to both strategies and objectives.

Key words: higher Education System, Innovation Management, Strategic Management, Higher Education Institution, Fundamentals of Management, Manager, Strategy of Action, Education and Training, Motivation, Educational Services Market.

Introduction. During the years of independence, a large-scale work has been carried out in the higher education system of the country to train qualified specialists in accordance with modern requirements. In the training of qualified personnel in the higher education system, special attention is paid to improving the quality of higher education, the organization of strategic management of higher education institutions on the basis of modern requirements and the correct assessment of innovative management. From this point of view, it is very important to conduct in-depth study of the theoretical foundations of strategic management of the process of training competitive personnel in the higher education system, as well as research to improve the methodological framework for evaluating strategic management activities.

The term “strategic management” was created in the 60s and 70s to reflect the difference between high-level management and current management at the production level.

The concept of "strategic management" is defined differently in scientific and methodological sources. For example, Michael Mascon describes this concept as follows: “Strategic management is a process that involves planning, organizing, motivating, and controlling the formation and achievement of an organizational goal” [11].

Let’s take a look at a few definitions suggested by reputable manufacturers of strategic management theory. Shandell and Hatten understood it as “the process of identifying and establishing an organization’s relationship with the environment” [28]. This process consists of efforts to achieve day-to-day relationships with the environment through the implementation of selected goals and the allocation of resources. According to Hitchens, "strategic management is the process of managing an organization in order to carry out the tasks of the organization through the management of its interaction with its environment." Pierce and Robinson define strategic management as “a set of decisions and actions to formulate and implement strategies designed to achieve an organizational goal”.

There are a number of definitions that focus more on one or another aspect and feature of strategic management. Thus, strategic management can be described as the basis of the organization as a management that relies on human capabilities, directs production activities to the needs of consumers, is flexible in the organization and makes appropriate changes. While strategic management is the most important factor in achieving success in an increasingly competitive competition, it can be observed that there is a lack of strategy in organizational actions. The lack of strategic management was manifested in the following two forms [3]. First, organizations plan their activities based on the assumption that the environment will not change at all or that there will be no major changes in it. In nonstrategic management, a clear plan of action is drawn up, both now and

in the future. Creating long-term plans that include what and when to implement, looking for solutions for the coming years in the initial period, buying “for longer years” - all these are signs of nonstrategic management. Seeing the long-term perspective is a very important part of management. In the case of strategic management, the organization looks to the present as if to achieve future goals based on changes in the environment and living conditions of the organization, identifies and implements current actions that provide a specific future for the organization. This is characteristic of strategic management, which not only records the future state of the industry, but also creates a feature that reflects the changes in the environment, which allows to achieve the intended goals.

Second, the development of an action plan in nonstrategic management begins with an analysis of the organization’s internal capabilities and resources. In such an approach, an organization can only determine how much product to produce and how to act on it. The volume of production and the amount of costs cannot correspond to the price created by the industry, the market determines how much and at what price the product will be purchased. Strategic management has advantages as well as disadvantages and limitations, which show that this type of management, like other types, does not have universal application in solving any tasks and problems.

First, strategic management, by its actual nature, cannot give a clear and detailed picture of the future. Any future state of an organization formed in strategic management is not a detailed description of its internal and external state, but a desire for the future state of the industry, its position in the market and business, which business groups it belongs to [18]. All of this should answer the question of whether the organization will win the competition in the future.

Second, strategic management cannot consist of a set of procedures and drawings. It does not have a theory that addresses certain issues or what and how to act in specific situations. Strategic management is more of a certain philosophy or ideology of business and management. Every manager understands and implements it in a certain sense. Of course, there are a number of recommendations, rules, and logic diagrams for problem analysis and strategy selection, as well as the implementation of strategic planning. But in general, strategic management is the sensitivity of senior management in achieving the strategic goals of the organization, the high qualification and creativity of employees, the active involvement of all employees in the search for the best ways to achieve goals in the organization. Third, the start of the strategic management process in an organization requires a large expenditure of time and resources. It is necessary to create and implement strategic planning. It is also necessary to create services that monitor the environment and bring the organization into the atmosphere. Marketing, community relations services will be of great importance and will require a large amount of additional costs. Fourth, the negative consequences of strategic foresight increase dramatically. When new products are created in the short term, when the direction of investment changes dramatically, when new opportunities suddenly arise for a business, and when opportunities that have existed for many years disappear, mistakes of misdiagnosis and strategic selection cost the organization dearly. In particular, the predictive consequences of the non-alternative path of operation will be underprivileged.

Fifth, in the implementation of strategic management, the main focus is on strategic planning. In fact, a key component of strategic management is the implementation of a strategic plan. This primarily involves the creation of an organizational culture, systems of interest and labor organization, a certain flexibility in the organization, which allows to implement the strategy.

At the same time, the strategic management process has an active negative impact on planning, which further increases the importance of the implementation phase. If an organization has created a strategic planning subsystem or does not have the capacity to implement it, it cannot move to strategic management [22]. The strategy is generally a management plan aimed at strengthening the position of the industry, meeting the needs of consumers and achieving the set goals. Choosing a clear strategy means choosing the most optimal of the various possible ways and means of development [6]. The industry management plan includes the following main functions and divisions supply, production, finance, marketing, personnel, research and development.

Choosing a strategy means combining these business solutions and competitive efforts into a single system.

Strategy development in higher education is one of the main functions of managers. Some managers develop a strong strategy but are unable to put it into practice. Other managers also develop an average strategy and implement it skillfully. The more well-matched and skillfully implemented the strategy in higher education, the stronger the company's position will be.

Well-organized companies also face unexpected challenges, and as a result, a good strategy will allow them to gain a strong position in the market, to operate successfully despite unexpected circumstances, strong competition and internal problems [15]. We know from the "Fundamentals of Management" that the task of the manager is to determine the following:

- Where are we?
- Where are we going?
- What is the purpose of our action?
- What are the ways to achieve the goal?
- What are the criteria for choosing the optimal path?
- What should be the end result?

Finding answers to these questions is critical to the use of future management cycles to determine goals and outcomes. Strategic management in higher education is concerned with the long-term goals and activities of the industry. It can be said that the expression of the strategy (style of action) and its specific means is the basis of management and serves as the most accurate indicator of good management in the field [22]. The content of strategic management in higher education is as follows:

- defining the direction and main goals of the higher education system;
- analysis of the external environment of the higher education system;
- analysis of the internal situation in the higher education system;
- designing its organizational structure;
- selection of the level of integration and management system;
- management of the "strategy-structure-control" complex, the definition of policy in some areas of the industry and its norms of behavior;

Ensuring response on the strategy and outcomes of the higher education system.

Improving strategic structure and management in higher education (Figure 1.1) [9].

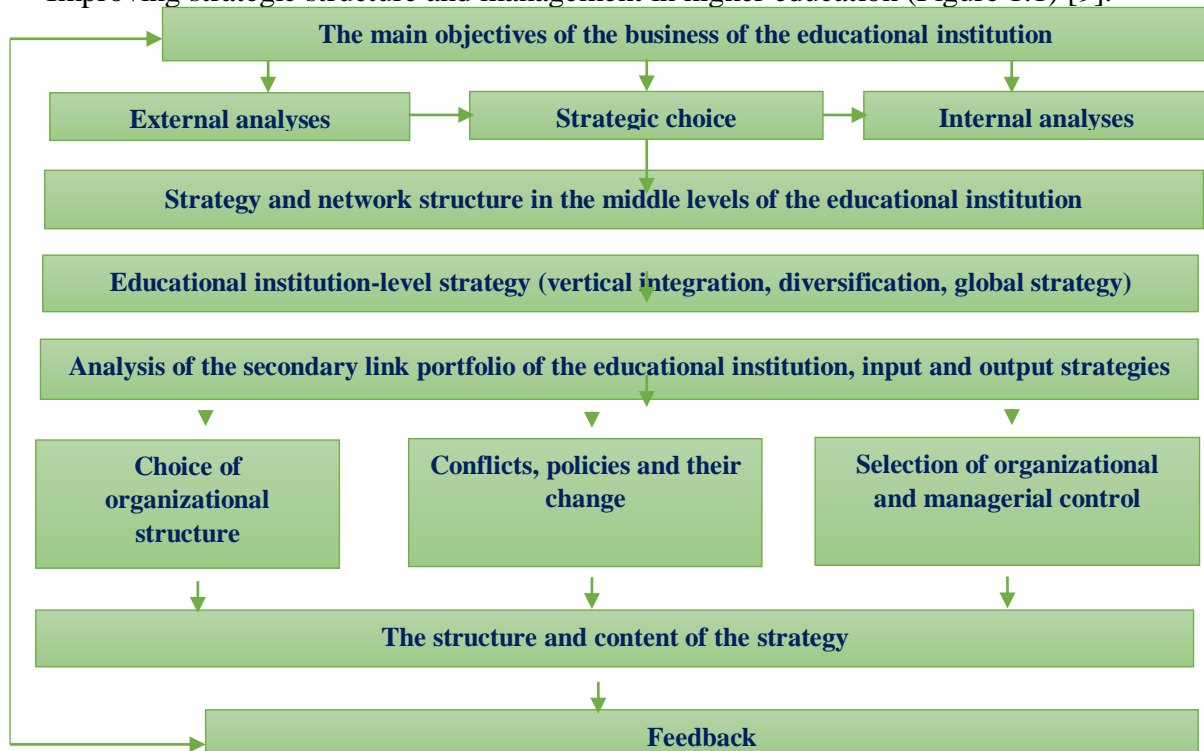
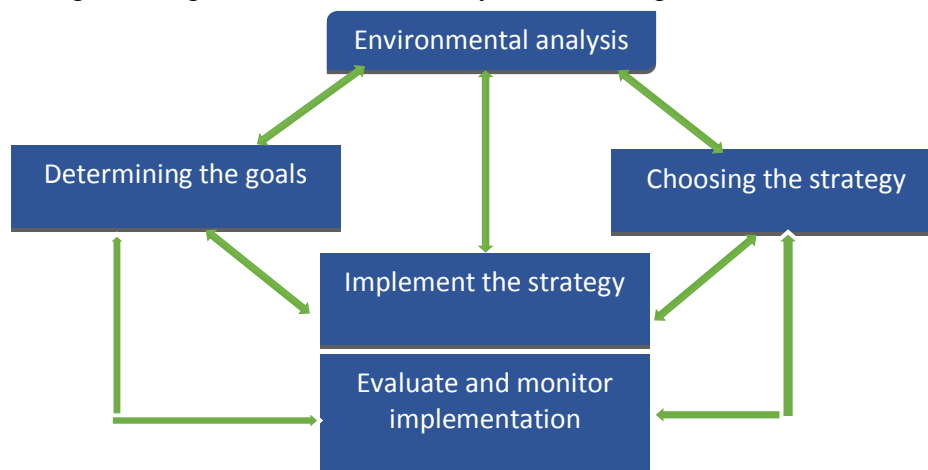


Figure 1.1. The content of strategic management in higher education

Strategy in higher education is a way of adapting to organizational behavior and management, which is used to achieve the organizational tasks and objectives of the organization [5].

According to Peter F. Drucker, a leading theorist in the field of strategic management, “Strategic management is a special type of activity that transforms an unorganized crowd into a goal-oriented, productive group. It is this governance that is the driving force of social change. It is supremacy that in many ways can better explain the most important social phenomenon of our century - the explosion in education. The higher the knowledge of the people, the more dependent they are on the organizations. In all developed countries of the world, people with higher education from high school (for example, in the United States this figure is more than 90 percent) spend their entire lives as employees of managed organizations. They neither live outside their organizations nor earn money to live. It should be added that their teachers are also included in this list.” [16] A strategic management system is a set of all services, elements, systems and relationships between them, as well as a set of processes that ensure the goal-oriented activities of business entities. Higher education institutions will have management and control units. The strategic management system of the higher education institution influences the process of education and upbringing through the management of the educational and upbringing process, the management of service activities, the management of the management structure. Strategic management can be seen as a dynamic set of five interrelated management issues. These processes arise from each other. However, there is a stable feedback and henceforward each process has an adverse effect on the others and their whole amount. This is an important feature of a strategic management system. The structure of strategic management is schematically shown in Figure 1.3.



Strategic management structure

Figure 1.3. Strategic management structure [29]

Environmental analysis is usually the initial process of strategic management because it provides the basis for defining industry goals and developing action strategies. Environmental analysis involves the study of two parts: 1. External environment; 2. Internal environment.

Through the analysis of the external environment, organization monitors in order to identify opportunities and risks to the industry from external factors. Risks and opportunities can generally be divided into seven areas. These are the economy, politics, market, technology, competition, the international situation and the social spheres (Figure 1.4).

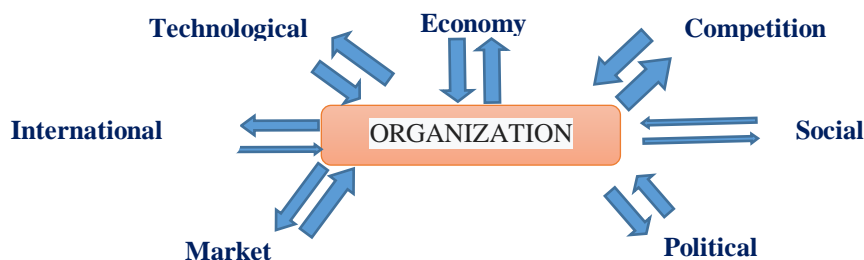


Figure 1.4. External environmental factors [29]

The current and projected state of the economy can have a negative impact on an organization's goals. Some factors in the economic environment (inflation and deflation rates, employment rate, international balance of payments, etc.) need to be constantly assessed [9]. Each of these factors can pose a risk or a new opportunity to the industry. The economic risk for one organization may be an opportunity for another. The active participation of business and entrepreneurship leaders in the political process is an indicator of the importance of public policy for organizations. More specifically, management should monitor regulatory documents, government loans to finance long-term investments, labor employment restrictions, and access to credit, as well as tariffs and trade agreements directed against other countries or concluded with other countries. Because the government is constantly and actively involved in business matters, organizations need to monitor political activity.

The external environment of a changing market is a constant concern for organizations. The analysis of the external environment of the market includes many factors that directly affect the success or failure of the organization. These factors include the life cycles of various goods and services, changing demographic conditions, ease of market access, income distribution, and the level of competition in the industry. For example, rising living standards in the U.S. and Canada have led to a demand for more affordable goods. To meet this demand, industries such as "Club Med" have made great strides. Economic theory contains a system of strategies and a list of mechanisms (models) of strategic action. The system of strategies includes three stages of strategic decision making [15]:

1) general or corporate. Corporate strategy shows the direction of the overall development of the industry. At this stage, a decision is made on a set of forms and types of economic activity of the subject. It solves questions about joining, buying or leaving any type of business.

2) business or competition. Business strategies (expressed in business plans) describe the way to achieve competitive advantages in the selected (at the corporate level) commodity market. This strategy is aimed at improving the competitive position of individual goods and services. It examines the prospects for the production of new products and the abandonment of existing unpromising goods, identifies policies for production, pricing, advertising, sales, and the like in a particular commodity market or market segment [17].

3) functional. Functional strategies define the actions of departments and services at the level of production units of the industry. Manufacturing, marketing, finance and personnel plan ways to achieve corporate and business strategies. For example, a functional strategy in manufacturing may consist of not producing a defective product, reducing raw material losses, and so on. In higher education, it is possible to summarize the measures to be taken at the stage of strategy analysis and selection, and to separate the results that should be obtained as preliminary data for the "implementation" of the strategy of the sector.

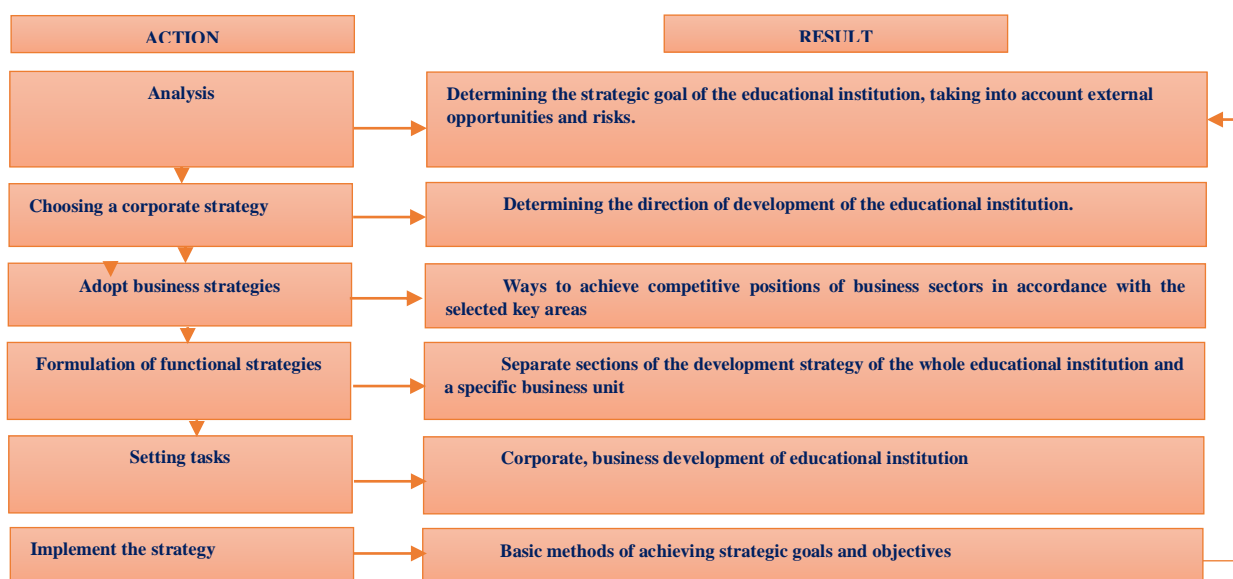


Figure 1.5. The process of developing and implementing a strategy in higher education [29]

As can be seen from Figure 1.5, the strategy analysis and selection phase is a central link in the strategic action development process. Here, important strategic decisions are made to invest in promising areas of development of the industry, and business sectors with reduced investment are identified.

Evaluating and monitoring the implementation of strategies is a logical final process performed in strategic management. This process provides a stable feedback between the goals of the organization. The main functions of control are: [19]:

- determine what and on what indicators to check;
- assessing the condition of the inspected facility in accordance with accepted standards, norms or other indicators;
- identify the reasons for deviations as a result of the assessment;
- make corrections if necessary and possible.

The main objectives of control are to ensure the unity of decision-making and implementation, to anticipate and prevent possible mistakes, to identify deviations in a timely manner, to effectively achieve the set goals in a timely manner. The main purpose of control is to identify internal resources that can improve the decision-making system and look for ways to increase the efficiency of management of the sector.

Many literatures distinguish between primary, focused, and outcome primary methods of control. First, the primary purpose of control is to determine the correctness of strategy and goal formulation. In higher education, in accordance with the concept of strategic management, after the initial control phase, the management of the implementation of the strategy begins, taking into account unexpected changes. The reference control method is used here. When the strategy is considered to be implemented, the results are monitored. This type of control is aimed at evaluating and analyzing the effectiveness of achieving the set goals and objectives. Depending on the results of this analysis, the strategic management process either returns to the “task-setting” phase to make adjustments to the strategy, or moves to the next level of development to develop a new strategic action [4].

At the same time, the process of developing strategic action can be considered over. Then comes the stage of implementing the developed strategy. In this regard, G. Mintzberg distinguishes between "conscious" (planned) and "emerging" (implemented) strategies (Figure 1.6).

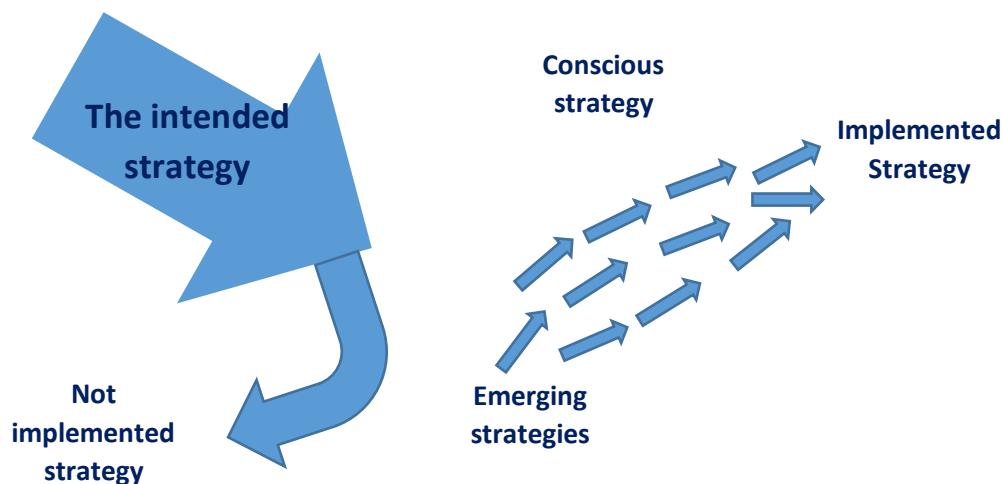


Figure 1.6. Conscious and Emerging Strategies (by G. Mintzberg) [29]

G. Mintzberg’s idea is that it is not always possible to implement part of a planned strategy. Much of what has been done is usually not included in the strategy originally planned, which is why it is called an emerging strategy. Ultimately, the strategy implemented is part of a conscious strategy. In other words, in practice, a certain combination of conscious and emerging strategies is implemented [12].

Based on the above, the following conclusions can be drawn: the essence of shaping the strategic movement of the industry is to determine the direction of development, develop a system of measures to effectively approach the chosen goal, as well as evaluate and monitor the implementation of the chosen strategy.

A.V. Tebenkin also noted that the process of strategic management in higher education is a set of specific activities aimed at regulating, coordinating and developing the work of the organization to achieve its goals [25]. If we apply this definition to the process of strategic management of higher education institutions, first of all, it is necessary to pay attention to the purpose of higher education institutions.

According to T.A. Akimov, from the point of view of strategic management, the management system consists of the management methodology, management process, management structure and management techniques and technology [1]. The management process is part of the strategic management activities of higher education institutions, which includes the formation of relationships, development, adoption, implementation of management decisions and the creation of management information systems.

In order to shed light on a clearly defined goal-oriented, integrated strategic management process in higher education institutions, it is necessary to divide it into specific separate but interrelated functions. The strategic management structure includes the organizational and functional structures of the institution, the organizational relations within it, the system of training, retraining and retraining of employees.

According to A.V. Tebenkin, the two components of the strategic management system, namely the strategic management methodology and the strategic management process, describe the management activity as a process, and the strategic management structure and techniques and technology as an event [26]. When a process approach to a strategic management system is made, it becomes clear that it consists of certain sequences, i.e. a chain of strategic management functions. For example, management functions such as "planning the educational process", "organizing the educational process", "quality control of education", "planning the work of the scientific council", "evaluation of scientific activity".

According to Sh. Kurbanov and E. Seytkhalilov, the function of strategic management is a relationship between the object of management and the controlled object, which requires the management system to perform certain actions to ensure that the controlled processes are goal-oriented or organized processes [27]. Each of the strategic management functions can be viewed as a process and they are interrelated. The strategic management function is performed using certain methods and tools. In the process of implementing the strategic management function, management tasks are performed. Therefore, management functions always play an important role in performing strategic management tasks and achieving management goals.

In higher education institutions, as in the theory of strategic management, the functions of strategic management are mainly divided into the following categories: planning; organizing; motivation; control.

In the planning process, the management of the higher education institution determines what results should be achieved in the future, what actions should be taken, what methods should be used, when, where and in what timeframe, how much resources should be spent for this. The planning function answers questions about the current state of the higher education institution, as well as how it is developing.

The next function is to organize, which determines who will do what for the team to work effectively together, the functional duties, rights and responsibilities of employees, the norms and criteria in the relationship.

Motivation refers to the high level of satisfaction of the needs of employees of higher education institutions in return for their productive work. These include the functions of the management process to identify employee requirements, enabling employees to meet those requirements using a variety of methods and tools.

Supervision is an important part of the management process, it is a function that allows the educational institution to achieve its goals, as well as to determine the need to make adjustments to the work process.

It is known that the human factor is the main among the resources of production. Because all other factors act on its direct influence and active participation. It should be noted that the role of education in the national economy will change with its development. In particular, according to P. Dracker, at the present time "knowledge is becoming a leading factor of production, leaving aside capital and labor" [3].

In his time, U. Petty identified four factors that contribute to wealth creation, product production. These are land, labor, employee qualifications, skills, and means of labor. He considered the first two factors to be the main ones and the next two factors the non-main ones, and argued that the qualifications and skills of the employee make his work productive. He also emphasized that man is the main productive force of society, and tried to quantify the relationship between human resources and national wealth [17].

A. Smith, on the one hand, considered that, firstly, national wealth is created in the process of production, human labor is its source, and secondly, the qualification of the worker as a leading factor in increasing labor productivity. According to him, the structure of fixed capital includes the capitalized value of the tools and structures of labor, as well as the involved abilities possessed by all members of society [21]. In our view, this definition indirectly defines the concept of "human capital".

J.S. Mill agreed with A. Smith on the issue of labor productivity and included the development of skills in the wealth created on the basis of increasing labor productivity.

A. Marshall saw human capital as a powerful engine of production. He believed that there are motives that allow man to subdue the forces of nature, forcing him to accumulate human capital. However, Marshall failed to identify a strong link between economic growth, education, and wages.

According to G. Becker, "human capital" is formed on the basis of attracting investment in man. These include the costs of training, retraining specialists in production, and searching for information on health, migration, price, and income [2]. The division of human investment into general and special forms by G. Becker is of great theoretical importance, which later forms the basis of the transaction theory of the industry. As a result of the creation of the theory of "human capital", man began to be seen as a source of economic growth.

G. Schultz, J. Cedrick, and E. Denison found that over the past century, the accumulation of human capital has been higher than the accumulation rate of physical capital. According to Denison, the increase in per capita income in the United States by 15-30% in the post-World War II period was due to an increase in the level of labor education.

At present, the theoretical basis of organizational restructuring in the education system is the theory of resource dependence and neo-institutional theory [14]. According to the first theory, the effectiveness of an organization depends on its ability to adapt to resources. According to him, it is necessary to adapt to changes in the external environment through economic rationality.

Table 1.1

Comparison of traditional and modern approaches to education [13]

№	Components of the educational process	Traditional approaches	New approaches
1.	Scientific values	The absoluteness of science, based on the classical type of scientific rationalism, is its essence	A new classical and later type of scientific rationalism predominates. In it, scientific knowledge is considered in terms of the social conditions and social consequences of human activity
2.	The purpose of education	To give the cultural experience of the past	Shaping the outlook for future creative activities

3.	Principles of coordination	Blocks of disciplines, departments and teachers, organized on the basis of teaching subjects, are separated	Organized on the basis of interdisciplinary teaching, systematic thinking is the holistic mastery of the laws of nature, technology and society
4.	Tools	It is based on teaching tools and methods aimed at providing more ready-made knowledge and problem-solving. They are unambiguous and are known to teachers in advance	The means and methods of teaching are aimed at mastering the methodology of creative activity, the individual's innovative ability to create things that the teacher does not know

At present, traditional and new approaches to the organization of education have been developed. Their comparative analysis of the components of the educational process showed, firstly, the existence of fundamental differences between them (Table 1.1), and secondly, the formation of new views in education at the present time.

Education is a unique field that has a two-sided character. On the one hand, it is directly involved in meeting the spiritual and cultural needs of the people, and on the other hand, it is an industry that provides skilled labor to the labor market through the provision of educational services.

The market for educational services is an important element of the national market. This condition necessitates the study of the laws of its formation and functioning. The essence of the educational services market is reflected in its functions (Table 1.2).

Table 1.2

Functions of the educational services market [6]

№	Tasks	Content
1.	Provision of information	Provide education service providers and consumers with information on the state of the education services market
2.	Mediation	Formation of economic relations between the subjects of educational services
3.	Price shaping	Setting the market price for educational services based on the adequacy of supply and demand
4.	Motivational	Improving the quality of educational services through the introduction of new technologies in the educational process
5.	Cleaning	Expulsion from the economic space of inefficient entities that do not provide the required level of educational services
6.	Social	Enabling the differentiation of educational services market participants by income

The analysis of the functions of the market of educational services shows that limiting the economic relations in it only to the scope of exchange of educational services does not allow to fully reveal its content as an economic category. The market mechanism forms economic relations between the subjects of educational services in the market of educational services through competition and price. The fact that educational services are a unique blessing and their unique characteristics determine the specificity of economic relations in the market of these services.

One of its special features is the high level of monopolization in the means of production due to the large share of state property. The reason for this situation is that educational services are a mixed facility.

References:

1. Akimov T.A. Organization theory. - M.: Unity, 2003. -- P. 24.
- Mescon M., Albert M., Hedouri F. Fundamentals of management / per. L.I. Evenko. - M.: Delo, 1997. -- P. 25.
2. Becker G. Human Capital. - N.Y. 1964. -- P. 43.
3. Drucker P. Post-capitalist society // Economy of the XXI century - M., 1999. - No. 11. - P. 3-4.
- Lambert J.J., Chumpitas R., Shilling I. Market-oriented management. 2nd ed. / Per. with an angel. Under. ed. V.B. Kopchanov. - SPb.: Peter, 2008.
4. Zub A.T. Strategic management: Theory and practice: Textbook for universities. - M.: Aspect Press, 2008.
5. Yuldoshev N.K. Strategic management. Textbook. - T.: TDIU, 2013. -- 230 p.
6. Kalmetov B.D. Educational complex in a market economy - T.: Adolat, 2003. - 47 p.
7. Kurbonov Sh., Seytkhalilov E. Managing education system. - T.: Turon-Ikbol, 2006. -- 592 p.
8. Yuldashev N., Sobirzhonova D., Tulaganova Sh. Strategic management. Textbook. - T.: IKTISOD-MOLIYA, 2008. -- 151 p.
9. Malenkov Yu.A. Strategic management. - M.: Prospect / TK Welby, 2008
10. Yuldoshev N.K. Strategic management. Darslick. - T.: TDIU, 2013. -- 230 p.
11. Marsall A. Principles of Economics - London, 1961. - P. 619. Mescon M., Albert M., Hedouri F. Fundamentals of Management / per. L.I. Evenko. - M.: Delo, 1997. -- P. 25.
12. G. Mintzberg. Strategic management. Textbook - SPb.: Peter, 2007.
13. Nabiev E.G. The service sector in national reproduction (theoretical, methodological foundations) - T.: TSUE, 1993. - 18 p.
14. Yuldashev N., Sobirzhonova D., Tulaganova Sh. Strategic management. Textbook. - T.: IKTISOD-MOLIYA, 2008. -- P. 151.
15. Organizational changes in higher education: theoretical aspect // Economics of education. - Moscow, 2004. - No. 2 - P. 65
16. Yuldashev N., Sobirzhonova D., Tulaganova Sh. Strategic management. Textbook. - T.: IKTISOD-MOLIYA, 2008. -- 151 p.
17. Parakhina V.N., Maksimenko L.S., Panasenko S.V. Strategic management. - M.: KnoRus, 2007.
18. Peter F. Drucker, A New Discipline, Success! January-February 1987. -- P. 18.
19. Hunger J.D., Wheelen T.L. Fundamentals of strategic management. - M.: UNITY-DANA, 2008.
20. Pivovarov S.E., Tarasevich L.S. International Management. Textbook. 4th ed. - SPb.: Peter, 2008.

Rezyume: *Maqolada oliy ta'limni strategik boshqarishning nazariy asoslari muhokama qilinadi. Oliy ta'limda strategik nazorat strategiyani amalga oshirish sanoat maqsadlariga yerishishga qay darajada olib kelishini aniqlashga qaratilgan. Bu strategik nazoratni boshqaruv yoki operativ nazoratdan ajratib turadi, chunki strategik rejani bajarish strategiyani amalga oshirish yoki aniq vazifalar, funktsiyalar va operatsiyalarni bajarishning to'g'riligiga bog'liq yemas. Oliy ta'limda strategik nazorat kelajakdagi strategiyalarning maqsadga muvofiqligi va belgilangan maqsadlarga yerishish uchun ularni amalga oshirishga qaratilgan. Oliy ta'limdagi strategik nazorat natijalariga asoslangan o'zgarishlar strategiya va maqsadlarga ham amal qilishi mumkin.*

Резюме: *В статье рассматриваются теоретические основы стратегического управления высшим образованием. Стратегический контроль в высшем образовании направлен на определение того, в какой степени реализация стратегии приведет к достижению отраслевых целей. Это отличает стратегический контроль от управленческого или оперативного контроля, поскольку выполнение стратегического плана не связано с правильностью реализации стратегии или выполнением конкретных задач, функций и операций. Стратегический контроль в высшем образовании ориентирован на целесообразность реализации будущих стратегий и их реализацию для достижения поставленных целей. Корректировки, основанные на результатах стратегического надзора в сфере высшего образования, могут применяться как к стратегиям, так и к целям.*

Tayanch so'zlar: *oliy ta'lim tizimi, innovatsion boshqaruv, strategik boshqaruv, oliy ta'lim muassasasi, menejment asoslari, menejer, harakat strategiyasi, ta'lim va tarbiya, motivatsiya, ta'lim xizmatlari bozori.*

Ключевые слова: *система высшего образования, инновационный менеджмент, стратегический менеджмент, высшее учебное заведение, основы менеджмента, менеджер, стратегия действий, образование и обучение, мотивация, рынок образовательных услуг.*