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PRINCIPLES OF STRATEGIC MANAGEMENT ON THE EXAMPLE OF HIGHER EDUCATION INSTITUTIONS

Abstract: *this article analyzes global trends in the development of higher education, the basic principles of modern strategic management of higher education, the formation of corporate culture necessary for the implementation of the strategy, the development and implementation of a comprehensive development program.*

Key words: *strategic management, external environment, corporate culture, complex application, global competition, strategic goals, economic efficiency, fundamental knowledge, infrastructure.*

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Introduction

In his Address to the High Secretariat, President of the Republic of Uzbekistan Shavkat Mirziyoyev said: “As we aim to turn Uzbekistan into a developed country, we can achieve this only through accelerated reforms, science and innovation.

To do this, first of all, we need to nurture a new generation of knowledgeable and qualified personnel who will emerge as enterprising reformers, think strategically. That is why we have started to reform all levels of education, from pre-school to higher education and beyond.

In order to raise the level of knowledge not only of young people, but also of all members of our society, first of all, we need knowledge and high spirituality. Where there is no knowledge, there will be backwardness, ignorance and, of course, misguidance.

Higher education institutions will be gradually given academic and financial independence. This year, 10 of them will switch to self-financing. In addition, we will select at least 5 higher education institutions on a competitive basis and start transforming them in cooperation with prestigious foreign higher education institutions. To do this, it is necessary to reconsider the principles of modernization of the strategic management system of higher education institutions.

II. Literature review

Today, universities in all countries of the world are exposed to changes in the external environment, increasing its complexity and uncertainty, loss of previous stability, reduced public funding, as well as the rapid expansion and change in consumer demand for research, technology and educational services, worry about. Socio-economic reforms and the development of market relations in Uzbekistan strengthen these factors.

Increasing knowledge-based modern production and the development of society are shaping a new, rapidly changing market for intellectual labor. Higher education institutions (hereinafter referred to as HEIs) are constantly required to develop research in advanced areas of knowledge, change and improve curricula and technologies, modernize equipment, and improve the skills of teachers. In order for universities to meet the requirements of the external environment, they need to move to a new path of innovative development, monitor the education market and, in some cases, shape it themselves.

III. Analysis

The external environment for universities is regional governments, ministries and departments, other local and foreign educational institutions and research organizations, including institutes of the

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Academy of Sciences of Uzbekistan, local and foreign industrial enterprises, business and culture, public organizations, various associations, foundations, etc.

The university is in constant contact with the external environment - exchanging information, studying needs, receiving funding, attracting resources, developing partnerships, gaining experience, providing services, and so on. In order to maintain and strengthen the position of the university in the external environment, it is important that these interactions be more active, dynamic and effective.

The trends of the modern world are openness, publicity, continuity of education, reduction of state funding for education. Education is becoming more and more paid. As global competition between educational institutions intensifies, the winner will be determined by the one who conducts the highest quality education and research.

The educational environment is changing radically with increasing competition. Higher education is now breaking out of the country's monopoly and becoming an increasingly universal market feature.

This is facilitated by the development of information and communication technologies. The information revolution will lead to a knowledge-based economy, and here information will have economic significance. In the 21st century, one who can manage knowledge will have a significant advantage over others.

The need of the hour is that universities, as producers and suppliers of knowledge, should pay more attention to the production of quality "products". This approach is specific to commercial companies and should definitely be adapted to non-profit organizations, especially universities. However, universities around the world today face the same question as commercial companies - **how can a higher education institution provide an economical and efficient service?**

The answer to this question begins with solving the main task of improving the strategic management of the university on the basis of modern tools "*Strategic Management*", which are successfully used by many enterprises and organizations operating in a market economy and competition. In this regard, efforts are being made to adapt and apply the general principles of strategic management to the university, which has decided to change its organizational behavior.

The concept of "strategic management" entered management practice in the 1960s. This was due to the development of production and business activity, the large dynamics of changes in the external environment, which required companies to take immediate action. In 1962, A. *Chandler* defined strategic planning as follows: "Predetermining an organization's key long-term goals and objectives,

selecting a line of business, and allocating the resources needed to achieve those goals."

Over time, strategic management has become associated with the organizational mission and policies that ensure an organization's goals are achieved, as well as the programs and methods that implement them.

In the 1970s, the concept of strategic management was first introduced in the U.S. High School. Changes in the higher education system have forced American university leaders to look at business and look for ways to increase work efficiency here. Thus, the ideas of strategic management have penetrated into an area that did not exist before - the field of scientific activity - the world of scientific research and education.

During the period when the theory and practice of strategic management existed, about a dozen different approaches and scientific schools were formed, which are divided into **three groups**.

The first group includes schools of design, planning, and location based on explicit constructivism. They belong to **the second group**, which focuses on the process of strategy formation - schools of entrepreneurship, education, management, culture, environment and knowledge. They are described in detail with specific aspects of strategy development - forecasting, new opportunities, development, interactions, focus on thinking.

The third group is represented by the most common configuration school, and their set of related problems includes the process of creating a strategy, its content, the formation of the organizational structure and environment.

In the theory and practice of strategic management, the principles of efficiency prevail. Efficiency is directly related to cost minimization. When applied to higher education institutions as an object of management, it means that it always faces a shortage of resources (financial, material, intellectual), no matter how wide and rich its opportunities for scientific and educational activities. Fundamental knowledge and higher education are rising rapidly. This limits the internal structure and infrastructure of the university, determines the methods and mechanisms of optimal allocation of resources. The success of a university depends on its effectiveness.

An important condition for the successful strategic management of the university is that it is presented as an open system. Open systems theory views an organization as a set of interconnected subsystems embedded in its super system - the external environment. An open system means communication with the environment, and the purpose of the system is to adequately meet the requirements of the environment.

Institutions that successfully use strategic management methods in their practice lead different

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schools. For example, *the London School of Economics* (UK) implements *the School of Planning* approach. Its uniqueness lies in the significant formalization of the main methods of strategic management, the priority role of the plan, in which each step is described and documented in detail.

In this case, a strict mechanism of control and verification of compliance with the instructions on the implementation of the plan is applied. Undoubtedly, the planning school's approach to strategic management is most appropriate for universities that are developing a hierarchical component of their corporate (organizational) culture.

1. **Formation of goals and strategic vision**-goal forms the main task of the university, describes its traditions and existing features, strategic vision determines the future direction of the university and forms its future image. Goal and strategic vision are often the same subject.

The major structural units of the university - institutes, faculties and centers - form a unique strategic vision due to the specifics of the field of activity and other differences, and adapt it to the overall strategic vision of the university.

2. **Goal setting** - In setting goals for the university, its mission and strategic vision become clear results, striving to achieve them. It is preferable to set big goals to exclude inertia and stagnation in the team. Goals should be measurable, which will contribute to the university's global goal.

Institutions, faculties and centers of higher education institutions set goals that are consistent with their goals and strategic vision, consistent with the university as a whole, and develop development programs. The goals are **financial** and **strategic**.

The strategic goals are, as a rule, to strengthen the position of the university in the field of science and education, and **the financial goals** are to achieve the planned financial performance.

The strategic goals are to increase the competitiveness of the university and its departments by improving the quality of scientific products and educational services, reducing the cost of their production, improving the reputation and level of the university. The financial goal is to achieve financial results in the markets where the university and its departments specialize in high-tech products and educational services.

3. **Strategy Development**-University strategy answers the question of how goals can be achieved, taking into account the current state and prospects of the university and the external environment.

To achieve the required goals, the following is required:

- Well-thought-out and focused actions;
- Attitudes to contingencies and changing circumstances;
- Training of university staff in the changing external environment.

IV. Discussion

The strategy of the university should be **planned, active** and **flexible**. New opportunities and threats, as well as trends in relevant markets and customer requirements, need to be identified in a timely manner. The ability to learn faster than competitors is probably the only sustainable competitive advantage.

It is necessary to strengthen the "entrepreneurial spirit" of higher education, to adapt more quickly to changing conditions than competitors, to introduce innovations, to increase efficiency and to accept reasonable risks. The university's strategy needs to change gradually, so developing a strategy is not a one-time effort, but a continuous process. Frequent changes in strategy indicate shortcomings in assessing the situation and forecasting development. A well-developed strategy can remain unchanged for years. It is sufficient to correct it taking into account the changing conditions. Strategic planning can be long-term (for years) and short-term (up to a year).

4. **Implementation of the university strategy** - The implementation of the university strategy includes administrative work on the organization and conduct of a number of specific activities:

- Formation of the organizational structure of the university, which is able to **effectively implement the developed strategy**;
- **Allocating sufficient resources** to the strategically important areas and departments of the university to solve tasks;
- **Development of policies** that support the strategy, improving the quality management system of the university;
- **Creation of conditions** for effective work of employees through the use of modern information and communication technologies, knowledge management system;
- **Development of corporate culture** of the university in the areas that will help to implement the strategy;
- Introduce a system of incentives for employees to achieve the goals and planned results in the implementation of the strategy;
- Creating a formal and informal leadership system so that employees are constantly working to achieve their goals.

5. **Evaluation and additions** - The external environment and internal situation in the university should be constantly monitored. If the implementation of the strategy is not carried out as planned, it is necessary to analyze the causes and plan and correct accordingly. The main task of university managers and their departments is to improve the adopted strategy, not to radically change it or develop new strategies.

There are four levels of management in the university:

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The first level - the rector of the university, vice-rectors.

The second level - directors of scientific and educational institutions, deans of faculties, directors of major centers.

The third level is the heads of the main structural units.

The fourth level is the heads of departments, employees of the department.

Bukhara State University can consider five target and seven development programs in the areas of activity for 2020-2025.

Development programs in the field of activity:

1. "Improvement of scientific activity".
2. "Improvement of educational activities".
3. "Improvement of University Management".
4. "Improvement of financial and economic activity".
5. "Improvement of administrative and economic activity".

Targeted development programs:

1. "Digitization of the University."
2. "Advanced Innovative Education".
3. "Personnel management, formation and development of corporate culture".

4. "International cooperation and the formation of the university's global image."

5. "Scientific and technological developments and commercialization of educational products".

6. "Creating a Multilingual and Multicultural Environment".

7. "Increasing the real income of the university community and creating favorable working conditions for them."

V. Conclusion

Today, the replacement of conservative managers with "new generation" managers, changes in the structure and management style of higher education are the brightest signs of leadership in creating a new management culture.

As mentioned above, the absence of contradictions between the adopted strategy and the existing corporate culture is very important for the implementation of the university development strategy.

Therefore, university leaders need to become more familiar with the methods of targeting the corporate culture of the organization in order to make appropriate changes in strategic management.

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