

INTERRELATIONS OF ORGANIZATIONAL STRUCTURES IN THE MANAGEMENT PROCESS THROUGH PROSPECTIVE DEVELOPMENT STRATEGY OF THE HIGHER EDUCATION INSTITUTION

Saidakhmedova Nadira Ilhomovna

Tashkent State Pedagogical University named after Nizomi, Head of the Department of Educational Management, Doctor of Economic Sciences (DSc), Associate Professor

Kurbaniyazov Shakhzodbek Karimovich

Tashkent State Pedagogical University named after Nizomi, Associate Professor of the Department of Educational Management, Doctor of Philosophy (PhD)

ABSTRACT

This article highlights the potential advantages of the management process through a forward-looking development strategy over an educational approach and the ways in which the organizational structure and activities of management are linked to business processes from start to finish, and the ways in which they influence the field of management and marketing.

Keywords: education, management, marketing, approach, system, professional activity, management, management activity

In the Republic of Uzbekistan, the systematic organization of immediate activity processes in the educational system and the process of developing the activities of the educational organization and the permanent good qualities of the personnel it prepares require a systematic approach, and these processes and the approach to the professional activities that require the need are in harmony with the ISO 9001 international standards. organization based on quality management systems of incoming organizations is of great importance. therefore, it is important to use the strategic concept in the use of management in education according to the following formula - "work with the big one as if it were small". In particular, such a potential advantage of the "process approach" over the traditional educational approach can be revealed when the organizational structure and all activities of management are connected to business processes from beginning to end: in this case, educational structures are important because they are subordinated to operational processes, and processes are subordinated to strategy.

It is known that the President of the Republic of Uzbekistan, Shavkat Mirziyoyev, pays attention ¹to the youth and those responsible for their education in the life of the society, while paying attention to his responsibility to the people: "it is of strategic importance for the future of our youth, our society and our country" in the field of education and science of our country. is also showing its effect in the ongoing reforms. Therefore, it is not for nothing that they emphasize that it is our great task to create all opportunities for the young generation to show their intellectual potential and talents in society.

Based on the characteristics of the important types of organizational structures in the educational process, when selecting them, taking into account the strategic plans of the organization, the external and internal environment, the ability to adapt to possible changes,

¹Mirziyoyev Sh.M. The work of a people with a great intention will be great, their life will be bright and their future will be prosperous.-Tashkent: Uzbekistan, 2019.- 39 p.

the transition from bureaucratic structures to strategic developing structures, the management system of a modern large or even medium-sized organization is often to one degree or another it is important to influence the development of administrative units through a combined type of structure with elements of bilateral subordination to vertical and horizontal relations. Therefore, when referring to the precise typological description of modern management structures, it is possible to single out only the main approaches, principles and main elements in them. For example, G. Morgan from foreign scholars ²in his studies researches different models of organizations and their operating environment and suggests three different types of compatible relations between organizational characteristics and external environment corresponding to different types of structures.

Analysis of compatibility of organizational characteristics with the external environment

Table 1

Characteristics of the external environment	Stable and known	Unstable and unknown
Features of organizational subsystems		
Strategy k	Setting defensive operational tasks	Active and preventive creation of the training system
Technologist k	The same work in the workplace, narrow freedom of movement	Complex work in the workplace, freedom of movement
Human and cultural	Economic attitude to work as a tool	Attitude to work as a means of self-expression
Management	authoritarian	democrat k
Structural	a mechanic or a bureaucrat	body k
Organizational structure type		
	linear- functional or divisional	design or matrix

A comparative analysis that allows comparing the conditions of the educational environment and the type of organizational structure based on the analysis of the organization's compatibility with the external environment from strategic management developments is considered important. Its value is 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 the organization's activity change.

Table 2 summarizes the characteristics of the main processes of strategic management in the educational process.

² Lewis Henry Morgan // Gran Enciclopèdia Catalana (cat.) — Group Encyclopedia, 1968.

Processes affecting strategic management Table 2

Process	The goal	Methods and tools
environmental analysis	To determine the risks that may occur in the external environment and the strengths and weaknesses of the organization.	SWOT - analysis, environmental profiling
defining mission and goals	Establishing a balance of interests of various social institutions and groups of people who are interested in the operation of the organization and influence the characteristics, content and direction of the organization's activities.	stakeholder analysis
choosing a strategy	Solving the main issues related to the organization's position in the market and choosing tools that will solve the tasks that the organization faces.	Thompson and Strickland matrix , business portfolio analysis
strategy implementation	Creation of necessary conditions for successful implementation of the strategy and development of evaluation criteria.	Balanced Scorecard (BSC)
control and evaluation of strategy implementation	Determining how well the implementation of the strategy will help the organization achieve its goals.	Analysis of indicators and adjustment according to the results of strategic control

Therefore, we should consider the processes of strategic management and determine their peculiarities in higher education institutions. Implementation of the process of analysis and forecasting of the environment of strategic management provides management with information, makes it possible to draw up a list of problems related to the development of the organization, and is the basis for the development of goals, mission and strategic decisions. It is known that one of the main tasks of the desired management is to ensure the balance of interactions of the organization with the environment. Each organization is involved in three processes that affect development:

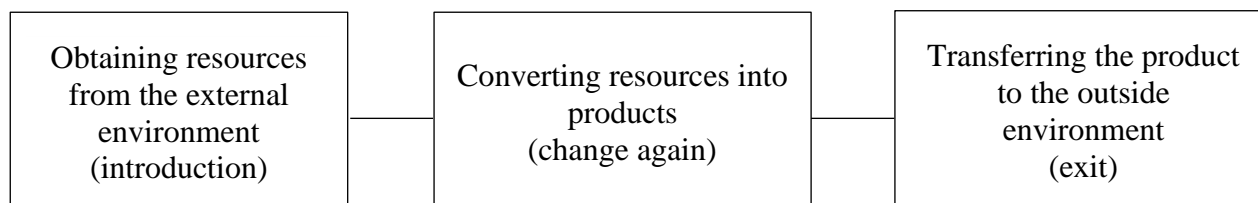


Figure 1. The process of interaction of the organization with the environment.

Management should ensure a balance between "input" and "output". With this imbalance in the organization, its effectiveness also stops. Today's market has dramatically overestimated the importance of the exit process in maintaining this balance. This is reflected in the fact that the first block in the structure of strategic management is the analysis of the environment. The peculiarity of the field of education is that it has wide, stable and strong feedbacks with the

macro environment, because it forms a whole generation of specialists who determine the change of this environment in their future activities.

scholars J.M. Evans and B. Berman ³, strategic planning is increasingly connected with marketing, and in the future, strategic planning may also belong to marketing.

V. Tomilov and T. Khakunov in their work entitled "Marketing concept of forming the optimal structure of organization management" confirm that the use of marketing in the organization's activities fundamentally changes the concept of management, the most important of which is the development of an assortment in accordance with market demand. In the field of determining the goals and tasks of the organization, now it is not the production capabilities that are decisive for it, but its market capabilities are considered important. Thus, marketing plays a key role in the process of corporate strategic planning, which is why there are clear connections between the two disciplines - management and marketing.

Relationship between management and marketing

Table 3

Strategic management processes	Marketing process
environment analysis	analysis of marketing opportunities
miss ya and setting goals	development of marketing strategies
choosing a strategy _	planning marketing programs
implementation of the strategy	managing the company's marketing activities
control and evaluation of strategy implementation	control over the implementation of the marketing plan

In educational organizations, the goals of marketing planning and the goals of the organization's activities are fully aligned with each other in strategic management, which affects mutual development. therefore, it is important to combine the strategies of "financial well-being" and "globalization", which are the most common combined strategies in education. Therefore, the most preferred but rare combination is the combination of "maximum quality" and "financial well-being" strategies. The desired result can be achieved by ensuring that the strategies of "maximum quality" and "financial well-being" are gradually integrated in the future of the educational organization under the conditions of favorable financial, economic and social development of our country.

REFERENCES

1. Mirziyoyev Sh.M. The work of a people with a great intention will be great, their life will be bright and their future will be prosperous.-Tashkent: Uzbekistan, 2019.- 39 p .
2. Lewis Henry Morgan // Gran Enciclopèdia Catalana (cat.) — Grup Enciclopèdia , 1968.
3. DJ R. Evans, B. Berman. Marketing. M.: Ekonomika, 1990, p. 310
4. Abduganiev O. Developing Student Civil Competency //Eastern European Scientific Journal. - 2019. - No. 1.

³ DJ R. Evans , B. Berman . Marketing. M.: Ekonomika, 1990, p. 310