



MAIN WAYS OF FORMING A STRATEGIC MANAGEMENT SYSTEM IN HIGHER EDUCATION INSTITUTIONS

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Article history:	Abstract:
Received: 11 th April 2026 Accepted: 10 th May 2026	One of the main global trends in the development of higher education is the commercialization of higher education institutions, which requires the formation of a new management paradigm based on corporatization. The article substantiates the thesis that the introduction of corporate governance standards into the activities of universities creates the necessary conditions for increasing competitiveness by ensuring the formation of appropriate intellectual capital, commercialization of new knowledge and scientific developments. The article shows the advantages and disadvantages of corporate management of higher education institutions.
Keywords: Higher education, higher education institution, transformation of higher education, corporatization, corporate management, principles of corporate management	

INTRODUCTION. The rapid development of information technologies and the socialization of all aspects of life are bringing countries that rely on creative industries and the introduction of innovations to leading positions in the world economy. Knowledge is becoming a determining factor in sustainable socio-economic development and the competitiveness of society. In the context of the development of the knowledge economy, the requirements for higher education, which directly forms intellectual capital, are becoming more stringent.

The introduction of corporate governance standards into the activities of higher education institutions creates the necessary conditions for strengthening competitiveness by ensuring the formation of intellectual capital, commercialization of new knowledge and scientific developments. It should also be noted that the management of higher education institutions based on corporatization takes into account the institutional nature of relations between market participants. It is an axiom that the institutional structure is one of the defining characteristics of the functioning of the educational services market in modern conditions. The main task of higher educational institutions (HEIs) is not only to train specialists with certain theoretical knowledge and practical skills, but also to form a person who can find creative, non-standard solutions to any problem, regardless of its level of complexity. The implementation of these tasks requires the selection of optimal forms of strategic management of the financial activities of higher educational institutions. A distinctive feature of the

modern world economy is the rapid development of the global market for educational services, as a result of which the requirements for building economic relations of entities whose activities are related to this sphere change.

LITERATURE REVIEW.

The author decided to conduct a content analysis of the most cited works through open portals. As a result, the main periods of understanding the strategic management of universities, the most famous authors and, most importantly, the specific features of each stage were identified. At the first stage, general theoretical concepts were put forward in the academic field between the 1990s and the beginning of the 2000s, and the first analysis of the problems of university management in the context of changing requirements for the education system as an integral part of world education is carried out. The main concepts of the issue under study are introduced, foreign sources are analyzed. A generalized assessment of the state of strategic management of higher education institutions of the Republic of Uzbekistan in this period is given, as well as the prospects for the development of this direction are analyzed. Taking into account this period, the study by E. Morgan and E.A. Knyazev "Management and organizational adaptation of Russian universities in conditions of resource deficit" is of interest. The authors conclude that the Russian higher education system is experiencing the same difficulties as its foreign counterparts.



These are: reduced cash flows, increased competition in the educational services market, problems with material preparation and technical equipment due to increased demand. After analyzing the problems, the authors identify the main factors affecting the processes of changing the strategic planning system of higher education institutions. Along with the lack of clear financing of the education sector at the state level, cultural and political aspects are also highlighted.

In particular, the determination of pedagogical rates in the ratio of students and professors, the distribution of teaching time, the accreditation of educational programs. Based on two years of research, Burton Clark describes the transformation processes that have occurred in five European universities over a fifteen-year period. He highlights five commonalities that are described as ways of changing the organization and recommends them for the formation of practical research. These ways are: a strengthened governance core, an expanded periphery of development, a diversified funding base, a stimulated academic heart, and an entrepreneurial culture.

Local researchers Sh.N. Zainutdinov and A.O. Ochilov consider it appropriate to measure the results obtained in assessing the effectiveness of management (the external and internal environment of the institution) through the required profit. Because this allows you to assess the strength of relationships when designing an organizational structure. In this case, the strength of the management system means ensuring the continuity of the relationship. This indicator allows you to think about the quality or effectiveness of the management system.

RESEARCH METHODOLOGY

The methodological basis of the study is a systematic, comprehensive and historical approach to the problem of management, which considers the basic principles of economic sciences, the theory of organization and management, the theory of marketing and strategic management, the method of logical analysis. The use of these approaches allows us to speak about the reliability of the results and conclusions, which are confirmed by an extensive list of sources, based on the analysis of the theories and methodological developments recommended for use in this study.

ANALYSIS AND RESULTS.

The main factor in the successful development of the higher education system is the compliance of management decisions, principles, methods and approaches with modern business conditions. It can be seen that the hastily implemented innovations in the field of higher education have led to the collapse of the system that has been established and successfully operating for decades. It was not possible to build a new

post-classical model of education based on other principles in its place.

As a result, instead of an innovative model of education, a strange hybrid system emerged, which significantly developed and assimilated the bureaucratic aspects of the Soviet education system and combined it with the ideas of European business management in the field of education. Since traditional methods of managing higher educational institutions have lost their relevance and do not fully contribute to solving the general economic problems of the development of an educational institution, there is a need to form a new management paradigm based on corporatization and modern management technologies, aimed at ensuring innovative development.

Therefore, we would not be mistaken if we say that the adoption of the Resolutions of the President of the Republic of Uzbekistan No. PP-60 "On Additional Measures to Ensure Academic and Organizational Administrative Independence of State Higher Educational Institutions" and No. PP-61 "On Measures to Provide Financial Independence to State Higher Educational Institutions" of December 24, 2021 is one of the necessary steps taken to reform today's higher education system.

Based on the above decisions, in order to expand the independence of higher education institutions, as well as to increase the effectiveness of reforms being implemented in the higher education system, ensure the financial stability of state higher education institutions, independently resolve issues of strengthening their material and technical base, expand the possibility of attracting funds for scientific and research activities, and develop a competitive environment among higher education institutions, 35 state higher education institutions were granted financial independence from January 1, 2024.

Traditionally, a corporation is understood as the process of transforming state-owned commercial enterprises into joint-stock companies. However, the world community has adopted a much broader definition of the term "corporation" - these are organizations, including non-profit ones, aimed at producing goods or services (including educational institutions). Corporatization in the field of higher education is manifested, first of all, in the transformation of higher education institutions into effective, independent, market-oriented organizations through the implementation of corporate governance principles and methods. Therefore, changes in governance based on the corporatization of higher education institutions must take into account the factors of the institutional environment, the structural and functional changes of which require the development of adaptive mechanisms of institutional regulation. One of the main global trends



in the development of higher education is the commercialization of higher education institutions.

Strengthening academic and financial independence by reducing the share of state financing leads to the need for higher education institutions to respond quickly and adequately to changes in market demand for educational services.

Therefore, in accordance with the Resolution of the President of the Republic of Uzbekistan No. PP-60 dated December 24, 2021 "On additional measures to ensure academic and organizational management independence of state higher education institutions", the powers granted in the field of academic independence are:

- approve curricula, training programs, qualification requirements based on professional standards, determine the language of instruction and the form of education, taking into account the characteristics of educational areas and specialties;
- determine the duration of study for bachelor's degree programs and master's degree specialties; determine the cost of training in doctoral studies on a paid-contract basis, and admit to doctoral studies on a competitive basis in addition to the quota by allocating grants from extra-budgetary funds;
- approve the procedure for scientific supervision of doctoral students and independent researchers; introduction of correspondence, distance and evening forms of education at the master's level, introduction of a system of granting dual qualifications, including practical qualifications, in educational areas and specialties;
- implementation of academic mobility with higher education institutions on the basis of mutual agreements; creation and publication of textbooks and other educational and scientific literature for the higher education institution and educational institutions within its structure under its own brand; determination and introduction of mechanisms for internal control of the quality of education,
- allows to respond quickly and adequately to changes in the market situation. The corporatization of universities is designed to strengthen the orientation of educational services and scientific research to the direct needs of the economy, to prepare an educational offer in accordance with the changes in the youth labor market.

One of the advantages of corporate management of higher education institutions is the possibility of optimizing transaction costs. Transaction costs in the field of education are additional costs of material and moral resources in the process of fulfilling the obligations assumed by the university.

- The main reasons for the emergence of transaction costs in education are limited and/or

asymmetric information; the inseparability of the educational service and the entity that creates it;

- opportunism in the actions of the entities of educational relations (self-interest, including through deception); the complexity of accounting for such costs.

The main types of transaction costs in the higher education system can be:

- costs for information search (for example, for obtaining and processing information on the quality of student training); information search costs (for example, for obtaining and processing data on the quality of student training);
- negotiation and contract costs (costs associated with concluding contracts with employers for student internships, student placements, and orders for scientific research); evaluation costs (losses associated with measuring the quality of work of scientific and pedagogical staff, costs associated with the expulsion of students, costs of maintaining the image of the university), etc.

Introduction of modern mechanisms and approaches to optimization of transaction costs creates conditions for their reduction. From this point of view, the management of higher education institutions according to the principles of corporatization ensures synergy in the implementation of information-communication, motivational, educational, scientific-research functions and coordination of the activities of interested parties in the educational process.

It should be noted that there are a number of contradictions in the implementation of corporate governance in higher education institutions. The first of them is associated with the instability of the educational services market, which, on the one hand, is associated with the fact that the pace of technological development outstrips the preparation of the appropriate educational offer, and on the other hand, with the high level of institutional influence. The second contradiction is ensuring stability in the development process, which requires patience and consistency in operations.

In this case, the consistent development of the higher education system in modern conditions depends on the university administration making quick and clear decisions in response to changing market demands (which often lead to imbalances in the activities of higher education institutions). The introduction of business management methods, strengthening the role of administrators, and changing management are directly contradictory factors in the corporatization of the university. As a result, various conflicts may arise.

Firstly, social and labor conflicts associated with the conflict of interests between scientific and pedagogical staff and external stakeholders that arise in the process of performing work. The cause of intergroup conflict may be the commercialization of educational and scientific activities, since the focus of scientific



developments on quick profit leads to a decrease in the professional skills of scientific and pedagogical staff and a decrease in the status of a scientific worker.

Secondly, organizational conflicts associated with the emergence of contradictions in corporatized management systems due to the inconsistency of the structure, the uneven distribution of powers and resources of the university's structural divisions for certain goals and functions.

Thirdly, interpersonal conflicts that arise as a result of the confrontation of individuals due to the inconsistency and incompatibility of their needs, motives, goals and values in relation to a given situation.

CONCLUSION AND PROPOSALS.

The methodological foundations of the management of higher educational institutions based on corporatization are built on the basis of the developed principles of corporate governance.

Today, the principles of corporate governance of the Organization for Economic Cooperation and Development (OECD) have become an international standard in the field of corporate governance. We will briefly consider the main groups of principles outlined in this document and describe the possibilities of their implementation in modern universities of New Uzbekistan. Provide a basis for the creation of an effective corporate governance system that should promote transparent and fair markets and efficient allocation of resources, comply with legal requirements and support effective control. This principle assumes the existence of a legal, regulatory, organizational structure and can be supplemented by elements of "soft law" based on corporate governance codes, which are in practice created by companies, reflecting their characteristics and are flexible management tools. When developing a corporate governance infrastructure, its impact on general economic indicators, the integrity of markets, their transparency and efficiency, and the incentives it creates for market participants should be taken into account. As for higher education institutions in the Republic of Uzbekistan, they have not developed a framework for performance indicators for employees at all levels and are not related to financial and economic indicators, since most local universities are state-owned and the financing system is almost entirely based on state control. Shareholder rights, equal treatment of all shareholders, and the main functions of ownership. The corporate governance structure should protect the rights of shareholders and ensure fair and equal treatment of all shareholders, including minority and foreign shareholders. This principle cannot be implemented in higher education institutions in Uzbekistan, since they currently operate in both state and private forms of ownership, while corporate governance principles can be implemented in

fully joint-stock companies. Institutional investors, securities markets and other intermediaries. This principle cannot be implemented in domestic MFIs due to the fact that they have not yet invested in securities. The role of stakeholders in corporate governance may be provided for in law or other agreements and is aimed at encouraging active cooperation between corporations and stakeholders.

This principle will be implemented in Uzbekistan by establishing Supervisory Boards of higher education institutions without the status of a legal entity, consisting of at least 70 percent of the relevant ministries, departments, personnel customers, public representatives and sponsors, in higher education institutions granted financial independence from January 1, 2022, in accordance with Resolution No. PP-60 of December 24, 2021. This is because higher education institutions conclude cooperation agreements with business entities, state and local government bodies, and budgetary institutions. However, this cooperation should gradually transition to a commercial basis and universities should receive financial benefits from such relationships. Information openness and transparency, which implies timely and accurate disclosure of information about the financial condition, results of activities, ownership and management of enterprises. Currently, this principle is actively implemented in higher education institutions of Uzbekistan, since one of the criteria for determining the place of each higher education institution in the national rating system of higher education institutions of the Republic is "openness and transparency". The most common sections on the official websites of higher education institutions are: general information about the educational organization, structural divisions, information openness (including financial statements), etc. Duties of the Board of Directors. Corporate governance refers to strategic management, effective control over management by the board of directors, and accountability of the board of directors to the company and shareholders. The structure and powers of the board of directors are different in the countries of the world. Some countries have two-level, others - one-level government bodies, but their main purpose is to control the management activities.

Thus, the study of the world experience of the features of corporate governance of higher education institutions and the analysis of the principles of corporate governance of the OSCE show that at present there is no possibility of their full implementation in higher education institutions of Uzbekistan. However, the work carried out by the Government of the Republic of Uzbekistan to ensure the academic and organizational and managerial independence of state higher education institutions will create a legal and regulatory basis for the organization of the activities of local higher



education institutions based on the principles of corporate governance in the future. This will allow higher education institutions to provide educational services that meet world standards in a timely manner, to train personnel who can compete with foreign specialists by improving the quality of education. The scientific results obtained, substantiated conclusions and methodological recommendations can be used by educational institutions to organize strategic management based on project technologies in order to increase the efficiency of their activities. The selected set of projects can be the basis for forming a successful university development program aimed at achieving key indicators.

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