



IMPROVING THE MANAGEMENT SYSTEM OF A MODERN HIGHER EDUCATION INSTITUTION

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Article history:	Abstract:
<p>Received: February 8th 2023 Accepted: March 7th 2023 Published: March 10th 2023</p>	<p>The article shows the management system of a modern higher education institution, the basics of management activity. Also, issues such as development of business activities of HEIs, modernization of the management system of HEIs, implementation of the quality management system built in accordance with the international standard ISO 9001 in the management were discussed.</p>

Keywords: higher education institution, management, business activity, ISO 9001 international standard, principles.

INTRODUCTION. In today's modern higher education institution (HEI), the development of the work organization component makes it an object of the market economy, which makes it necessary to change the methods of effective management of HEI and restructure its structure accordingly. The restructuring of the structure, functions and tasks of managers and departments leads to the need to modernize the management system of the HEI, to direct it to the use of techniques, methods and tools of the market economy. Features of the object of management set requirements for the subject of management, define a set of basic and additional knowledge, skills and qualities of HEI managers.

Modern managers must demonstrate high management qualities and be professionals in the art of management. The principles of the quality management system according to the ISO 9001 standard, adapted for use in higher education, help to achieve the planned quality result. Higher education is closely related to the political, economic and cultural spheres of society. Changes in socio-economic conditions require sufficient changes in the working principles of higher education, bringing them into line with the requirements of the external environment. The new conditions of the market economy require an innovative system of management of HEIs, restructuring of the structure within HEIs, direction of management and principles of management work.

ANALYSIS OF LITERATURE ON THE SUBJECT . Scientific research aimed at improving management in the higher education system is carried out by the world's leading scientific centers and higher education institutions, including the Center of increasing to pedagogical qualification on base Manchesters university (UK), Association for Educational Communications and Technology – AECT (USA), Belfield pedagogical university (Germany), Miyagi Pedagogical Higher Education Institution (Japan), Russian Academy of Education (Russia), Moscow State Higher Education Institution (Russia), Russian Oil and Gas Higher Education Institution (Russia).

A number of scientific results were obtained as a result of the research conducted on the development of management in the higher education system in the world:

- the effective management mechanisms of the development of the educational system have been improved (Centre of increasing to pedagogical qualification on the basis of Manchesters university, Great Britain);
- the mechanisms of transition of higher education institutions to business corporations were developed (Association for Educational Communications and Technology – AECT, USA);
- a model for ensuring the transition to more democratic relations between management bodies and educational institutions was created (Belfield pedagogical university, Germany);
- based on the national tendency to strive for a higher level of education (Miyagi Pedagogical Institute, Japan);
- decentralization of education management - the mechanisms of distribution of competence, authority and responsibility between its different levels have been improved (Moscow state OTMi);
- new master's programs were introduced at the intersection of management and biotechnology, economics and cognitive psychology (Russian State Oil and Gas OTMi).

RESEARCH METHODOLOGY . The methodology of the article starts from the analysis of scientific and increasingly popular sources, analyzes the importance and role of using business activities, management potential, professional competencies of leaders in the higher education system.

Methods of analyzing the composition of the professional competence of leaders in higher education institutions, working programs and manuals for the development of management, scientific generalization on the use of modern web tools as one of the means of increasing the efficiency of the business activity of management HEIs, methods of interviews with HEI leaders on this research problem were also used.

ANALYSIS AND RESULTS . The uniqueness of HEI as an object of management in the conditions of the market economy is reflected in its new functions, tasks and ways of achieving its goals. The objective conditions put before modern HEIs, first of all, the issues of survival, maintaining their financial status at the required level and finding sources of development. These issues stimulate the development of business activities of the enterprises, force their teams to show initiative, entrepreneurship and independence.

With the current policy of financing HEIs in our country, it is the business activity that allows us to fulfill the educational and scientific mission in the society, and is considered the main source of support for the operation and development of the material and technical base. The modern management structure of the HEI should ensure the market behavior of the public higher education institution as a business enterprise and stimulate new business processes along with educational and scientific activities. For this, it is necessary to review the principles of non-economic thinking, the strategy and goals of the HEI, develop new approaches to such transformation, and create an integrated system that ensures the orientation of the HEI and each of its divisions to the market. Modern practice shows that services not directly related to education and science, such as marketing, finance, advertising, etc., are significantly developed in the activities of HEIs in our republic. In this case, the activities of the top management are more focused on the interaction of HEIs with the external environment, and the performance of additional rights and obligations related to the heads of departments within HEIs.

Such restructuring of the structure, functions and tasks of managers and departments leads to the need to modernize the management system of the HEI, focusing it on the use of techniques, methods and tools of the market economy.

Modernization of the management system of HEI should include:

- creation of operational and quality management system;
- improvement of competencies, responsibility and discipline of managers and employees;
- creating and maintaining a positive image;
- increasing the economic direction and financial efficiency in the activities of each department;
- determination of marketing and financial development strategies;
- creation of new departments responsible for innovation, implementation of strategic development plans,

adjustment of management structures.

The development of the entrepreneurial nature of divisions, the diversity of HEI activities, the increasing volume of functional and informational load implies differentiation, a certain organizational and financial independence of divisions.

Higher education institutions are obliged to regularly and quickly reorganize the management system, taking into account the changing requirements of the educational services market and the labor market. The personnel managing the HEI must be able to skillfully and quickly adapt to the rapidly changing environmental conditions.

At the same time, the wider the differentiation of the HEI, the more management efforts are required to unite its units to perform coordinated work and achieve HEI-wide goals. The strong differentiation and independence of departments places high demands on the leadership of HEIs, as it requires professional competence in many areas of activity.

With the development of market relations, these socio-psychological contradictions in HEIs became more acute, because elements of business interests also began to exist in them. This prevents HEIs from creating large creative teams that work as a single team with a focus on the final common outcome.

Traditionally, in higher education, qualifications in a narrow field of science are often defined by qualifications in the field of management. Teaching chemistry, physics and other subjects is one thing, but managing the leading teachers of the department or faculty is a completely different job, that is, management has its own task and content. The way out of such a situation, I think, should be sought for those who go to management in obtaining additional information and gaining experience in such activities.

In many HEIs, the leading positions are occupied not by professional managers, but by scientific and pedagogical staff who do not show high management qualities and are not professionals in the art of management, which can negatively affect management results.

should be filled with a new meaning and a desire for continuous self-improvement, based on the specific characteristics of activity in the market economy, while preserving the traditional list and content of their competencies .

To improve the management system of a higher educational institution, managers should pay attention to models accepted and proven in world practice. Among the management systems that can be successfully used to improve the activities of higher education institutions in the world, the quality management system based on the international standard ISO 9001 series is the most common [6].

The quality management system built in accordance with the ISO 9001 international standard is a part of the OTM management system, which is aimed at achieving results based on quality goals, meeting the needs and

expectations of OTM product buyers. The use of the ISO 9001 methodology allows for the continuous improvement of management processes aimed at constantly increasing the efficiency of HEIs. Based on the requirements of the ISO 9001 standard in its activities, the management of HEIs should follow a number of basic principles that help to achieve the planned quality result.

1. The principle of orientation to consumers of educational services. HEI should focus on the needs of the consumers of educational services, so that the staff of the educational institution led by the management should know and understand their needs that exist now, as well as those that may arise in the future. This principle is based on the analysis of market and consumer needs. The results of the analysis serve as a mechanism that triggers and determines the main activity of the OTM, taking into account the forecast of the development of consumer interests.

2. The principle of the leading role of top management. The first head of the HEI and the heads of his departments should strive for the unity of the goals and directions of the development of the management system. They create an internal environment that allows employees to fully participate in the process of achieving strategic goals. OTM, department, process, project management is not possible without the leadership role of the appropriate manager who has sufficient competence and assumes full responsibility.

3. The principle of involving employees in management processes. The involvement of employees at all levels in the implementation of strategic goals should be the basis for the implementation of methods and tools of corporate management of OTM and its constituent units, which will allow the management to use the abilities of employees with maximum benefit for OTM and its consumers. Employee involvement means a systematic opportunity for each employee to participate in the development and implementation of management decisions. Such an opportunity develops a sense of responsibility and belonging in people, which increases motivation for creative work, creates initiative and is the basis of corporate culture.

4. The principle of approach to management as a process. The planned results can be achieved most efficiently if the relevant stages of the educational activity and the resources required for them are managed as a process. All activities in OTM are considered as a process. Understanding processes is close to understanding algorithms, and this allows the use of information technology, the creation of mathematical models and the automation of management activities.

5. The principle of a systematic approach to management. A systematic approach requires coordination of all aspects of activity, continuous planning and carrying out plans to each workplace so that their performance can be analyzed and corrected. The problem of evaluating the results of HEIs is also related to the systematic approach. The main indicator of activity can be the financial result, as well as other indicators, for example, indicators of customer satisfaction, indicators of process efficiency.

6. The principle of continuous improvement of the management system. The principle of continuous improvement of the management system should be effectively implemented to ensure that the changing customer requirements are met. With the systematic improvement of the processes, it will be possible to gradually reduce the losses and, accordingly, the cost of the provided services. Constant improvement of the quality of HEI activities starts with the person, improving his personal qualities, knowledge, skills and abilities. The most important aspect of continuous improvement is the training of OTM employees for management.

7. The principle of fact-based decision-making. In order to achieve the real effectiveness of decisions in the system of quality management of educational services, it is necessary to legally unify the principle of decision-making based on the analysis of data and information, excluding discretion and authoritarianism. Making decisions based on facts means reducing the possibility of wrong decisions. In order to distinguish reliable facts from false or doubtful facts, it is necessary to develop criteria and assessments for objective measurement of the results of each process based on a balanced system of key indicators.

8. The principle of mutually beneficial relations with suppliers. Higher education institutions always interact with schools, lyceums, vocational schools and colleges. In many cases, they are partners in the process of training specialists for various fields of production and service. In order to ensure the effectiveness of HEIs' relations with suppliers of educational services, it is necessary to monitor all processes with constant analysis and suggestions for continuous improvement, which will contribute to the mutual interests of both parties, create new values in the provision of educational services.

CONCLUSIONS AND SUGGESTIONS . Higher education is closely related to the political, economic and cultural spheres of society. Changes in socio-economic conditions require sufficient changes in the working principles of higher education, bringing them into line with the requirements of the external environment.

The new conditions of the market economy require an innovative system of management of HEIs, restructuring of the structure within HEIs, direction of management and principles of management work.

Management of HEIs in new socio-economic conditions is possible only for high-class top management, specialists with management experience in HEIs, good theoretical and practical training, who strive for continuous self-improvement.

The HEI quality management model can be built based on the methodology of the ISO 9001 international standard, the quality principles of this standard should form the basis of modern HEI management.

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