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**ЎЗБЕКИСТОН РЕСПУБЛИКАСИ
ОЛИЙ ВА ЎРТА МАХСУС
ТАЪЛИМ ВАЗИРЛИГИ**

**НАМАНГАН ДАВЛАТ УНИВЕРСИТЕТИ
ИЛМИЙ АХБОРОТНОМАСИ**

**НАУЧНЫЙ ВЕСТНИК НАМАНГАНСКОГО
ГОСУДАРСТВЕННОГО УНИВЕРСИТЕТА**



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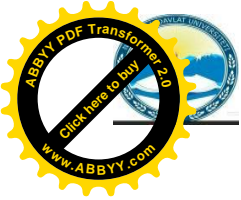
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Ушбу журнал 2019 йилдан бошлаб Ўзбекистон Республикаси Олий аттестация комиссияси Раёсати қарори билан физика-математика, кимё, биология, фалсафа, филология ва педагогика фанлари бўйича Олий аттестация комиссиясининг диссертациялар асосий илмий натижаларини чоп этиш тавсия этилган илмий нашрлар рўйхатига киритилган.

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НАМАНГАН ДАВЛАТ УНИВЕРСИТЕТИ-2021



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ПЕДАГОГИКА ФАНЛАРИ
ПЕДАГОГОИЧЕСКИЕ НАУКИ
PEDAGOGICAL SCIENCES

IMPROVING THE ORGANIZATION AND MANAGEMENT OF PEDAGOGICAL
PROCESSES IN HIGHER EDUCATION INSTITUTIONS THROUGH A STRATEGIC
APPROACH

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Abstract: *The paper aims to investigate the effectiveness of educational processes based on the implementation of a strategic approach to the organization and management of pedagogical processes in higher education. The paper includes a holistic approach to the organization and management of educational processes the practical importance of ensuring the effectiveness of the pedagogical system. Authors focus on specific aspects of functional, diversified, integrated, and special strategies that provide for the joint implementation of the functional tasks of the subjects of the educational process*

Keywords: *a strategic approach, education, self-study, upbringing, self-education, subjects, functional tasks, functional strategy, diversified strategy, integrated strategy, special strategy, types of strategy, a pedagogical process, pedagogical system, strategic goal, strategic management, strategic planning, strategic plan.*

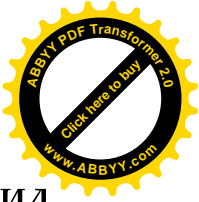
СОВЕРШЕНСТВОВАНИЕ ОРГАНИЗАЦИИ И УПРАВЛЕНИЯ ПЕДАГОГИЧЕСКИМИ
ПРОЦЕССАМИ В ВЫСШИХ УЧЕБНЫХ ЗАВЕДЕНИЯХ ПОСРЕДСТВОМ
СТРАТЕГИЧЕСКОГО ПОДХОДА

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Аннотация. *Статья посвящена изложению вопросов, связанных с организацией и управлением педагогическими процессами, так же обеспечению эффективности учебно-воспитательной работы в высших учебных заведениях на основе внедрения стратегического подхода. Предоставлено обоснование внедрения стратегического подхода в организацию и управление педагогическим процессом как одной из основных компонентов педагогической системы для обеспечения эффективности организации и управления педагогическими процессами, а также особенности функциональных, диверсификационных, специфических и интегрированных стратегий, предусматривающие усовершенствование совместной деятельности субъектов.*

Ключевые слова: *стратегический подход, образование, самообразование, воспитание, самовоспитание, субъекты, функциональные задачи, функциональная стратегия, диверсификационная стратегия, специфическая стратегия, виды стратегий, педагогический процесс, педагогическая система, стратегическая цель, стратегическое управление, стратегический план, стратегическое планирование.*



ОЛИЙ ТАЪЛИМ МУАССАСАЛАРИДА ПЕДАГОГИК ЖАРАЁНЛАРНИ ТАШКИЛ ЭТИШ ВА БОШҚАРИШНИ СТРАТЕГИК ЁНДАШУВ ВОСИТАСИДА ТАКОМИЛЛАШТИРИШ

Турғунов Собитхон.Тошпўлатович ., п.ф.д., проф. Наманган давлат университети ректори,

Акмалова Дилдора .Тоҳировна ., Наманган давлат университети докторанти

Аннотация: Мақола олий таълим муассасаларида педагогик жараёнларни ташкил этиши ва бошқаришга стратегик ёндашувни татбиқ этиши асосида таълим-тарбия жараёнлари самарадорлигини таъминлашга бағишланган бўлиб, унда олий таълим муассасаларида педагогик жараёнларни самарали ташкил этишининг асосларидан бири сифатида стратегик ёндашувни таълим жараёнларини ташкил этиши ва бошқариши жараёнларига татбиқ этишининг яхлит педагогик тизимнинг самарадорлигини таъминлашдаги амалий аҳамияти ҳамда таълим жараёнлари субъектларининг функционал вазифаларини ҳамкорликда амалга оширилишини назарда тутувчи функционал, диверсификациялашган, мужассамлаштирилган ва махсус стратегияларнинг ўзига хос жиҳатлари ҳам илмий асосланган.

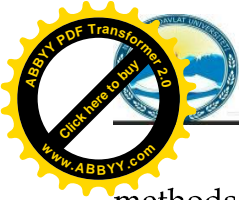
Калит сўзлар: стратегик ёндашув, таълим, мустақил таълим, тарбия, ўзини-ўзи тарбия, субъектлар, функционал вазифалар, функционал стратегия, диверсификациялашган стратегия, мужассамлаштирилган стратегия, махсус стратегия, стратегия турлари, педагогик жараён, педагогик тизим, стратегик мақсад, стратегик бошқарув, стратегик режа, стратегик режалаштириши

Coordination of the activities of the subjects of the pedagogical process based on the formation of a system of governance based on democratic principles, providing for the implementation of the functional tasks of each of its components in the organization and management of pedagogical processes in higher education institutions, first of all, identification, development and implementation of new strategic plans aimed at implementing improved strategies.

The strategic goal in the management of pedagogical processes is to ensure the overall effectiveness of all forms of educational processes, which are components of the pedagogical system, and to achieve this, all components and their subjects serve to form an interest in effectiveness. However, the educational process (objects), which are components of the pedagogical system, and the activities of their subjects must be effectively managed. If the activities of objects and subjects are not coordinated on time, there may be problems in the pedagogical system that negatively affect the development of the informal groups and the pedagogical system in the negative attitude to different subjects. Strategies and strategic plans have a specific practical significance in preventing such problems and achieving a strategic goal.

Therefore, in the effective organization and management of the pedagogical system in the process of voluntary education can be identified the following methods and forms of democratic governance, which are important in encouraging subjects to achieve strategic goals and harmonizing their activities in achieving goals:

goal-oriented management - this method of management primarily defines the tasks to achieve the goal based on the hierarchy between the teacher and the student, in determining the



methods and ways to achieve the goal based on a certain order and plan and analysis of observations, achievements create convenience;

management through employee engagement - ensuring employee participation in the process of goal setting, as well as its implementation and maintenance;

coordinated goal management is an interconnected form of management through management objectives and employee engagement, in which employees participate in setting the goals to be achieved and the directions for achieving current goals are agreed upon (Nemova, 1999:53).

Thus, the achievement of strategic goals in the effective organization and management of pedagogical processes implies the effective joint work of all subjects. Improving the activities of entities in the organization and management of educational processes involves the selection of strategies that have a significant impact on the effectiveness of the management process and is one of the main conditions for the effectiveness of the pedagogical system and develop strategic plans based on them. The management process that involves the fulfillment of such conditions represents strategic management.

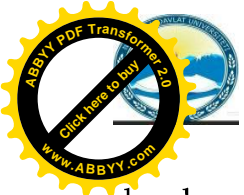
Ensuring the participation of all actors in the process of strategic goal setting, strategy selection, strategic planning, and strategic decision-making in strategic management processes that ensure the cooperation of their subjects in ensuring the effectiveness of all components of the pedagogical system; In the areas of selected strategies, it is necessary to implement strategic plans, which include such tasks as coordination of activities and attitudes of not only subjects but also leaders of educational institutions with external influence, organization, motivation, and control of proper use of opportunities and abilities of pedagogical subjects.

Thus, the main purpose of the organization of strategic management in the coordination of the pedagogical system is to address issues of improving the overall performance of facilities (educational processes) and all subjects (heads of educational institutions, teachers, and students), finding positive solutions, choosing and improving strategies. ensuring the participation of all actors in various strategic decision-making processes and coordinating their activities in the implementation of strategic plans. In this case, the purpose of the strategic management process is objective, in turn, determined by all actors, and everyone is interested in its results.

In our opinion, strategic management has its characteristics, which are determined by the sequence of actions to achieve the goal, ie these aspects are not self-determined by the goal, but the interaction in achieving the goal, mutual understanding, the effectiveness of the interaction process, a favorable learning environment conditions, because the main purpose of the pedagogical system is general, and although it does not change, this goal may change the effectiveness of pedagogical processes as a result of changes in the conditions and attitudes of the subjects at the time.

Therefore, to organize pedagogical processes based on strategic management, it is necessary to select new types of strategies or develop new ones based on their improvement. will be aimed at improving the functioning of the pedagogical system by ensuring its effectiveness.

Terms of organization of measures aimed at improvement, functional tasks in the direction of their implementation and terms of their implementation, responsible subjects, objects of realization of the defined tasks are specified in strategic plans. Strategic planning



development processes represent strategic planning processes. We will focus on planning, strategic planning, types of strategies, and the need to improve them to highlight the content and practical significance of these concepts.

Strategic planning processes have their characteristics, in the process of organizing and managing pedagogical processes, the types of strategies in strategic planning and their specific aspects are studied, each of them is aimed at what goals and when they can be used, and strategies are improved according to strategic goals. The improvement examines the current state of the educational process, which is a component of the pedagogical system and the activities of the subjects, and identifies which types of strategies are most needed and the levels of strategy implementation (primary and secondary). It is also important to define the strategy of each educational process by the general goals and objectives of the pedagogical system, to determine in advance the possible results, to identify factors influencing the performance of functional tasks, to adapt the strategic plan to the capabilities of subjects. is one of the conditions.

According to S. Turgunov(2007), strategic planning is a process of defining the tasks to be carried out based on predetermined goals, defining management functions, methods, and goals for the implementation of these tasks, and developing strategic plans, in which the scientific basis of goals and objectives accuracy and objectivity of deadlines, knowledge and professional skills of executors, the impact of the external environment, the development of science and technology, institutional capabilities, as well as a management strategy, ie management directions of strategy implementation are studied and analyzed (S. Turgunov, 2007:120).

Hence, the organization and management of pedagogical processes, as well as the management of other processes in terms of their content, must follow all the laws of management. Because in the organization and management of the pedagogical system is not only the organization and management of the educational process but also the creation of the necessary conditions for the subjects, planning, organizing, coordinating, monitoring, analyzing, and evaluating the effectiveness of their activities. Most importantly, according to the strategic goals of the pedagogical system, it is necessary to coordinate the activities of all its components and each subject based on individual planning and performance forecasting, in which theories of strategic management play a special role.

Strategic management theories are the methodological basis of the basic concepts of research to increase efficiency based on the integration of all components of the pedagogical system, play an important role in the study, analysis, and improvement of pedagogical processes, strategic planning, and implementation of integrated management technologies.

In ensuring the integration of pedagogical processes, it is important to identify the factors that negatively affect its effectiveness, existing conflicts, and ways to overcome them and to take into account the technologies of strategic approaches and their specific features in improving the effectiveness of educational processes.

Improving the organization and management of pedagogical processes based on a strategic approach, taking into account several specific features, such as the interconnectedness and interdependence of all its components, the integrative nature, creating conditions for innovative and collaborative activities; overcoming existing problems in several areas, such as improvement.



Thus, the strategic approach is the correct planning and consistent implementation of pre-pedagogical processes by the set strategic goals, effective planning, and coordination of activities of the subjects of education and training, as well as strategic planning, strategic decision-making, and their implementation. has a specific practical significance in the process of monitoring, analyzing, and objectively evaluating the performance of a particular sequence.

The management of the pedagogical system is carried out in the processes of two subsystems, namely, in the process of education and independent learning, which are separate components of the process of continuing education. These processes, as well as the activities of all interrelated and interrelated components, joint activities aimed at their coordination, are the objects of management, and professors and students are the subjects of these processes.

The functional task of the pedagogical system is characterized by the direction, philosophy, activities, strategies, and tactics selected by the organizers of the educational process, aimed at strategic goals.

The effectiveness of this system will depend on all the methods, technologies, and mechanisms used, as well as the chosen tactics and strategies. Therefore, in the organization and management of pedagogical processes, the subjects of this system must make independent decisions, formulate strategic goals, independently determine tactics and strategies, independently develop future programs of individual and collective development.

Since the beginning of the topic, when talking about management activities and the effectiveness of the general secondary education system, more attention is paid to strategy, tactics, strategic planning, strategic management, strategic management. What is strategy? And tactics? Is the meaning of the term strategic management different from the concept of management? Naturally that several questions arise, such as what is the strategic goal? To find answers to these questions that may arise in everyone, we will explore the following basic concepts of strategic management.

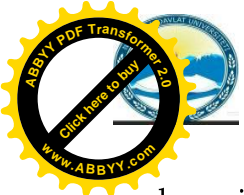
Strategy[*strategos*] is a Greek word meaning "general art" in Uzbek. In the explanatory dictionary of the Uzbek language, the term is interpreted in the sense of the art of warfare, the art of leading a socio-political struggle, and science. The word strategy is widely used today to guide any activity, to predict the future in the management of enterprises or institutions, to plan a particular activity, to determine the direction of tasks, as well as to predict and control the results.

From this word are derived such concepts as strategic planning, strategic planning, management strategy, strategic management, each of which, in its essence, plays an important role in the management of educational institutions (S. Turgunov 2007: 37).

The management strategy provides for the improvement of educational processes, coordination of activities of teachers and students, the organization and management of innovative activities based on a strategic plan to achieve the set goals. In practice, the predominance of this or that direction of management is determined by the indicators of the level of novelty of the organizational system (Turgunov, 2007:64).

Thus, strategic management is the management of educational institutions based on long-term programs, plans, and projects aimed at coordinating the capabilities of the educational institution with the common interests of faculty and students.

A strategic plan is a program (long-term plan) that includes long-term (five, ten years, and more) tasks in the field of training competitive graduates - the development of the



pedagogical system in the educational institution, the achievement of goals in the educational process. it can serve as the basis for the annual and current plans of the faculty.

Strategic planning. The process of defining the tasks to be performed based on the goals of the educational institution, the development of strategic plans to identify and implement management functions, methods, and goals for these tasks, including scientific justification of goals and objectives, accuracy and objectivity of deadlines, knowledge of executors and professional skills, the impact of the external environment, the development of science and technology, institutional capabilities, as well as a management strategy, that is, the direction of management of the implementation of the strategy are studied and analyzed (Turgunov, 2007:135).

Therefore, the effectiveness of strategic planning processes depends in many ways on the development of several alternatives to strategic plans and the selection of the option that best suits the strategic goal and capabilities of the institution, as well as ensuring the participation of all actors in strategic planning processes. It also depends on the specifics of the tasks and deadlines for implementation, as well as the nature of the decision to implement the strategic plans selected with the consent of the majority of entities.

Therefore, the effectiveness of strategic planning processes depends in many ways on the development of several alternatives to strategic plans and the selection of the option that best suits the strategic goal and capabilities of the institution, as well as ensuring the participation of all actors in strategic planning processes. It also depends on the specifics of the tasks and deadlines for implementation, as well as the nature of the decision to implement the strategic plans selected with the consent of the majority of entities.

Therefore, the strategic goals and capabilities of each component of the pedagogical system are taken into account, as well as functional, diversified, integrated, and special strategies that provide for the joint implementation of the functional tasks of each subject of education, independent learning, and education and self-education. there is a need to improve both the content and the direction, as well as the strategic goals set in the activities of the whole pedagogical system.

In our opinion, in the development and implementation of this type of strategy, based on the functional tasks of each of them and taking into account the system-specific features of the components of the pedagogical system, the direction and functional tasks of strategies can be defined as follows.

The special strategy is based on ensuring the effectiveness of educational processes by ensuring the activity of the subjects of pedagogical processes and increasing the effectiveness of joint activities and the development of professional and scientific interests of students, as well as taking into account the importance of independent learning and self-education.

The functional strategy is formed as a working strategy consisting of a set of technologies of corporate approach technologies aimed at increasing the effectiveness of pedagogical processes in the direction of strategic goals and mechanisms to improve the process of their implementation.

The integrated strategy is based on the systemic features of the educational process and represents the strategic plans aimed at ensuring the coherence of the functional tasks of all components and ensuring the implementation of an integrated pedagogical system to achieve the strategic goal.



The diversified strategy aims to develop students' knowledge, skills, and competencies based on a wider range of educational and independent learning processes according to their abilities, abilities, and interests, to improve the process of training and preparation for related professions, to prevent graduates from leaving their chosen profession. represents ways to perform functional tasks.

As a result of the implementation of these strategies in the organization and management of pedagogical processes, the diversification of educational processes based on providing creative freedom to coordinate educational processes that are components of the system, the strategic approach becomes the main content of the organization and management of pedagogical processes. It should be noted that all these types of strategies are interrelated, and in the development of an integrated pedagogical system, they acquire system-specific features.

Thus, one of the important features of these strategies is the organization of joint activities of all components of the system and all their subjects in the management of the pedagogical system, which in turn determines the effectiveness of the strategic goal by the goals and functions of all educational institutions.

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ЖИСМОНИЙ ТАРБИЯ ВА СПОРТ СОҲАСИ УЧУН СПОРТ ПСИХОЛОГЛАРИНИ ТАЙЁРЛАШ МУАММОСИГА ТИЗИМЛИ ЁНДАШУВ

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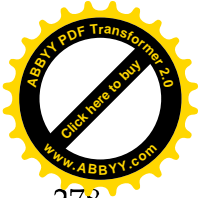
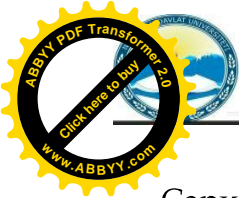
Аннотация: Мақолада жисмоний тарбия ва спорт соҳаси учун спорт психологларини тайёрлаш муаммосига компетентли ёндашувнинг илмий аҳамияти очиб берилган. Спорт психологияси бўйича Олий таълим муассасасига қабул квотаси таҳлил қилинган. Спорт психологияси бўйича мутахассисларни малакасини ошириш ва қайта тайёрлаш интенсив ва махсус ўқув курсларининг долзарб муаммолари илмий асосланган.

Калит сўзлар: олий таълим, малака ошириш, қайта тайёрлаш, спортчи, спорт психологияси, спорт психологи.

СИСТЕМНЫЙ ПОДХОД К ПРОБЛЕМЕ ПОДГОТОВКИ СПОРТИВНЫХ ПСИХОЛОГОВ ДЛЯ ФИЗИЧЕСКОЙ ПОДГОТОВКИ И СПОРТА

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