

Prospects for the introduction of the concept of TQM (Total Quality Management) in higher educational institutions of Uzbekistan

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Annotation: The article analyzes the implementation of the requirements of the concept of total quality management in higher educational institutions of Uzbekistan.

Keywords: education, higher education, the concept of total quality management, the main directions of reform in the education system.

The rapid integration of our country into the world community as an equal member of international relations, as in all spheres of public life, requires radical changes in education. One such issue is the introduction of general education management rules in the education system of developed countries into the activities of local universities. In a broad sense, the criteria for assessing the quality of education are developed by the European Center for Higher Education of UNESCO, which includes: the purpose and institutional significance of the institution; parameters of the education model; specific program and specific standards of science. There is a growing interest in the quality management system in the universities of our country. This is due to the fact that after the adoption of the "National Training Program" of the Republic of Uzbekistan, its final stage was the transition to the "Quality Stage"; development of competition in the market of education and scientific services, increase in the need for innovative development as a result of quality management of education; state policy and reforms in the education system; that the quality of education is a prerequisite for university accreditation; This is explained by the fact that each developed country has factors of integration into the European educational space.

Experts believe that the following can be included in the scope of current concepts in the field of quality of higher education. In particular, the quality of higher education; quality of training of specialists with higher education; assessment of the quality of higher education; ensuring the quality of higher education; problems of training high-quality specialists with higher education; relevance of systematic research on the quality of higher education; the development and implementation of standards governing the quality of higher education; development of criteria for the quality of higher education; ensuring the quality of higher education; quality management in higher education, etc. Resolution of the President of the Republic of Uzbekistan dated July 27, 2017 No PP-3151 "On measures to further expand the participation of industries and sectors of the economy in improving the quality of training of higher education" The task was to establish cooperation between universities and leading foreign universities, to develop and implement "specific targeted measures to ensure the recognition (publication in the ranking list) of at least one of the attached higher education institutions by reputable international rating agencies by 2021." This, in turn, increases the urgency of introducing the requirements of the TQM concept in local universities. It is important to keep in mind that the implementation of the concept of TQM in local higher education institutions requires attention to the centuries-old education system in our country, the way of life, ancient values and traditions of our people. With this in mind, we will try to analyze the introduction of the TQM concept in local higher education institutions in the form of SWOT (analysis)

Table: Implementation of the concept of TQM in local higher education institutions:

<p>S consumer orientation; the formation of a clear goal; full involvement of staff; introduction of a process approach; systematic approach to management; striving for continuous improvement; fact-based decision-making; foresight;</p>	<p>O be able to fully involve the higher education system in the training of quality personnel; increasing interest of professors and teachers in their work; introduction of democratic governance; Establishing a fair procedure for access to higher education; a more complete expression of consumer needs and desires;</p>
<p>W the way of life of the peoples, the formed traditions are not sufficiently taken into account; requires that participants in the field of education, such as the individual, the consumer, society, the state, operate as a single system; The autonomy of higher education requires relative independence;</p>	<p>T the difference between the actual need for education and “study for a diploma” is not taken into account; the inequality of members of society in access to education is not taken into account;</p>

Let's analyze the most important ones in the table. One of the strengths of the TQM concept is that it is consumer-oriented. What can the introduction of this principle give to Uzbek universities? It has been pointed out above that consumers of educational services are, on the one hand, learners and, on the other hand, the organization, enterprise, state and society itself, which operates in the spheres of public life. We are interested in the fact that education is aimed at all consumers.

However, practice shows the opposite. The United Nations Development Program (UNDP) report notes that the quality of higher education is a source of dissatisfaction among students and parents, as well as key consumers of graduates, especially in the master's degree system. The reasons for this are as follows: “The educational process in Uzbek universities is overcrowded with compulsory subjects. While the leading universities in the West teach 3-4 subjects per semester, the number of higher education institutions here reaches 10-14. As a result, many disciplines are not studied in depth and in detail. For example, in Uzbekistan, according to state education standards, a student is assigned 54 hours of lessons per week. Of these, 32 hours are for classroom reading and 22 hours for independent work. In the universities of developed countries, this figure is 24 and 30 hours, respectively.

In addition, as noted in the World Bank's 2014 report on the development of the human factor in Uzbekistan, during the period of independent development, the country has undergone significant changes in the economy. For example, the share of agriculture in the economy has fallen from 33% to less than 20%. On the contrary, the share of manufacturing and services has increased significantly. However, the number of graduates employed in various sectors of the economy remains largely unchanged.

At the same time, the level of higher education in Uzbekistan remains relatively low, with general education covering the entire population. The coverage of higher education in Uzbekistan has dropped from 17% in 1991 to 9% in 2011. This situation has changed radically since 2017. In particular, in 2017-2018, 66,316 bachelors and 5,000 masters will be trained; In 2018-2019, 69,200 bachelors and 5,903 masters will be trained; In 2019-20220, there will be 80,430 bachelors and 19985 masters; Training of bachelors in 2020-2021, 139,950 in various forms of education, 10,425 masters; In 2020-2021, the number of bachelors in various forms of education was 160,355, and the number of masters was 12,900. It does not take into account the number of graduates who can be admitted outside the admission quota.

The above figures show that the involvement of graduates in higher education in Uzbekistan is growing from year to year. This will create conditions for ensuring the right of citizens of our country to higher education. At the same time, the adoption and consistent implementation of the Decree of the President of the Republic of Uzbekistan No. PF-5847 of October 8, 2019 "On approval of the Concept of development of higher education in the Republic of Uzbekistan until 2030" has significantly contributed to further expansion of higher education. It states that "the development of public-private partnerships in higher education, increasing the level of higher education coverage by 50% through the organization of public and non-governmental higher education institutions in the regions, creating a healthy competitive environment in the field".

The Resolution of the President of the Republic of Uzbekistan No. PP-3151 of July 27, 2017 "On measures to further expand the participation of industries and sectors of the economy in improving the quality of training of specialists with higher education" is also aimed at this issue. It is noted that "for the socio-economic development of the regions of the country to train highly qualified personnel in accordance with the needs of the economy and industries, the content of higher education is directly related to technical, technological, industrial relations and future development programs." The fact that a number of topical issues related to the formation of staff, employment in their professions and specialties have not been fully resolved, proves the importance of the introduction of this principle in higher education.

The introduction of the principle of "formation of a clear goal" in the universities of the concept of TQM is crucial. It is well known that education is a relatively stable field that does not like rapid change. But modern progress places its demands on education. It is time for education to adapt to the changing situation and to successfully address the task of providing qualified personnel in accordance with the requirements of society and economic development. At the same time, it is important that HEIs have a clear idea of who and what staff is needed, as reflected in their long-term strategic programs. An analysis of the activities of higher education institutions in the Russian Federation shows that they have already begun to implement international standards of the ISO series, and many universities have developed their own long-term plans. For this reason, it is advisable for Uzbek universities to develop and implement such strategic programs.

Another important requirement of the concept of general quality management of education is the full involvement of staff. In fact, any innovation, activity, task must be carried out effectively, understood by employees - the direct executors, and applied in their work. In practice, however, the opposite is unfortunate.

According to a number of Uzbek researchers, most teachers in the higher education system are "masters" of their specialization (subject), but not all teachers have specialized modern pedagogical training. Some of them are pedagogues-practitioners and organize their activities from their own point of view. Some of them focus on the theoretical aspects of the problems studied by science, and the demand for modern specialists and the needs of the labor market in the training of personnel are ignored. In the traditional form of teacher organization, such "intensification" has a negative impact on the quality of educational services provided".

According to the UN Development Program, "insufficient incentives for teachers are not only poor quality teaching, but also lead to widespread corruption in many institutions of higher education. Lack of financial incentives for teachers will be an obstacle to any innovation and development. In order to eliminate such cases, the Resolution of the President of the Republic of Uzbekistan dated April 20, 2017 No PP-2909 "On measures to further develop the system of higher education" sets out specific measures. It noted the need to significantly improve the existing system of remuneration of teachers in higher education and to introduce new mechanisms of financial incentives. In this regard, the Ministry of Finance, the Ministry of Higher and Secondary Special Education, the Ministry of Labor, the Ministry of Health and the Ministry of Public Education of the Republic of Uzbekistan within three months based on best international practices. The Cabinet of Ministers was instructed to make proposals on the system of determining the overpayment, taking into account the participation of.

The issue of a systematic approach to management is another priority in the implementation of the TQM concept. The fact that the field of education is considered only as an integrated system, and the fact that each of its constituent elements operates inter connectedly, allows the introduction of quality management requirements in education. In this regard, it is important to expand the independence of universities in the field of education, such as training, internal regulation, financial management.

The centralization of governance, the return of the powers of various public authorities in the field of education, the development of the education system, and the introduction of the concept of general quality management of education are specific obstacles. Legislation should optimize the powers of various government agencies in the field of education, give higher education institutions independence in their activities aimed at improving the quality of education, remuneration of professors and teachers, and so on. Serious steps have been taken in our country to give academic and financial independence to higher education institutions. In particular, the President of the Republic of Uzbekistan "On additional measures to ensure the academic and organizational independence of public higher education institutions" PP-60 (24.12.2021) and "On measures to provide financial independence to public higher education institutions" PQ-61 (24.12.2021) is a proof of our opinion.

Consistent implementation of the tasks set out in the Concept of Development of the Higher Education System of the Republic of Uzbekistan until 2030, approved by the Decree of the President of the Republic of Uzbekistan No. PF-5847 dated October 8, 2019, as well as expanding the independence of higher education institutions. In order to form state higher education institutions that train highly qualified personnel that can meet the requirements of the market, from the 2022/2023 academic year, the state higher education institutions that have been granted financial independence have been given a number of academic and organizational powers.

According to him, in the field of academic independence, higher education institutions should: approve curricula, study programs, qualification requirements on the basis of professional standards, determine the language of education and the form of education, taking into account the characteristics of educational directions and specialties; setting duration of study for bachelor's and master's specialties; to determine the cost of doctoral studies on a fee-for-service basis, to provide additional admission to the doctoral program on a competitive basis through the allocation of grants from extra-budgetary funds; approval of the order of scientific supervision of doctoral students and independent researchers; introduction of part-time, distance and evening forms of education at the master's level, introduction of a system of dual skills in the field of study and specialties, including practical skills; 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 its affiliated educational institutions on the basis of its own signature; has the authority to establish and implement mechanisms for internal quality control in education. The main activity of higher education institutions in the field of organizational and managerial independence is the establishment of non-state-funded structures, commercial and non-profit organizations related to education, science, the introduction and commercialization of its results; Approve the structure of the institution and determine the number of staff, regardless of the standards established for higher education institutions; opening of new fields of study and specialties based on the needs of the labor market, termination of existing fields of study and specialties; establishing procedures for the recruitment, dismissal and internal rotation of teachers and other staff; It has the authority to admit foreign nationals on a fee-for-service basis and to organize distance learning. The resolution stipulates that these powers should be exercised independently by higher education institutions in accordance with the requirements of the legislation.

Thus, the full implementation of the rules of general quality management in the education system of the country will lead to international recognition of higher education institutions, radical improvement of the quality of training, full consideration of the needs of society and the economy, training of modern and highly qualified personnel.

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