
ANALYSIS OF THE MANAGEMENT STRUCTURE OF EDUCATIONAL SYSTEMS

Ustadjalilova Khurshida Aliyevna

p.f.n., Dosent, Head of Department of Education Management of KSPI

xurshida.ga@gmail.com

<https://orcid.org/0000-0002-4412-5708>

Qo'Ziyeva Dilrabo Sharibjon qizi

2nd Year Master Degree Student of Management of Educational Institutions of KSPI

Annotation

The article introduces new principles of governance into the education system, reforms of governance in the field of education, radical improvement of the system of continuing education, study, finance, management.

Keywords: education system, spiritual culture of the leader, manners, cultural heritage.

Introduction

In October 2019, the concept of developing the higher education system of the Republic of Uzbekistan until 2030 was adopted in our country.¹ This document was based on tasks such as the development of integration of science, education and production in order to accelerate intellectual development, train competitive personnel, effectively organize scientific and innovative activities, and strengthen international cooperation. The content of the concept reflects the priorities of the reform of the higher education system of our country. In it, expansion of coverage level and improvement of education quality in higher educational institutions, introduction of digital technologies and educational platforms, involvement of young people in scientific activities, formation of innovative structures, commercialization of scientific research results, international recognition and many other specific directions are defined. All this serves to raise the educational process to a new level of quality. This is evidenced by President Shavkat Mirziyoyev's encouraging speech at the solemn ceremony dedicated to the Day of Teachers and Coaches. As the head of our state noted, "We set ourselves the main goal of creating the foundation of a new renaissance, that is, the Third Renaissance, in Uzbekistan through large-scale democratic changes, including educational reforms. While talking about this, first of all, each of us, the whole society, should deeply understand the essence of the third Renaissance."²

Literature review

I.Ansoff, T.Bush, B.R. from foreign scientists on the management of the quality of education, organization of management activities of the educational system and professional development of the leaders of various departments, directions and problems of improving their qualifications. Clark, F. A.

¹ O'zbekiston Respublikasi Prezidenti Sh. Mirziyoyevning 2019 yil 18 oktyabrdagi PF -5847-son Farmoni: "O'zbekiston Respublikasi Oliy ta'lim tizimini 2030 yilgacha rivojlantirish konsepsiyasi" / <https://lex.uz>

² Президент Шавкат Мирзиёевнинг Ўқитувчи ва мураббийлар кунига бағишланган тантанали маросимдаги даъваткор нутқи/Т.: 30.09.2020<https://president.uz/uz/lists/view/3864>

van Vught, P. Hallinger, E. L. Horng, J. W. Valentine, R. Bolam, L. Cuban, J. Lauglo, K. Leithwood, P. Sammons, R. Webb and others have carried out a number of scientific studies.³

Heads of educational institutions on some aspects of management activities and the problems of introducing strategic management in educational systems from CIS scientists Yu.A. Konarzhevsky, G.A. Balykhin, V.A. Gurtov, E.A. Pitukhin, L.M. Serova, T.I. Shamova, P.I. Tretyakov, E.D. Dneprov, G.I. Maltseva, T.M. Davydenko conducted scientific research.

Problems of management, management of education system in Uzbekistan, training, retraining and upgrading of senior staff

S.S. Gulomov, D.N. Rahimova,

M.I. Ikromov, A.S. Kucharov, D.S. Kasimova, L.V. Peregudov, M.Kh. Saidov, Sh.E. Kurbanov, E.A. Seitkhalilov, M.M. Mirqosimov, R.H. Djuraev, Researched by S. Turgunov, N. Akhmedova and others.⁴

Also, U.I. Inoyatov, R.Sh. Ahlidinov, J.G'. Yoldoshev, Sh.N. in the direction of development of the theoretical-methodical foundations of the management of the educational system and institutions, the effectiveness of management activities of the heads of general secondary schools, improvement of the management of the quality of education. Zaynutdinov, K.Kh. Abdurahmonov, S.A. Usmonov and others conducted scientific research.⁵

Nevertheless, in the current conditions, issues of improving the management of the public education system based on modern management approaches, directions for organizing effective management in education, improvement of management methods and methods in educational institutions have not been widely analyzed, and this served as the basis for determining the direction of this research work

Research Methodology

The Law of the Republic of Uzbekistan "On Education" of September 23, 2020, the Decree of the President of the Republic of Uzbekistan No. PF-4947 of February 7, 2017 "On the Strategy of Actions for Further Development of the Republic of Uzbekistan", No. PF-5198 of September 30, 2017 "Preschool Education System Decrees of the President of the Republic of Uzbekistan dated September 30, 2017 No. PQ-3304 "On Improving the Activities of the Ministry of Public Education of the Republic of Uzbekistan", the Cabinet of Ministers of the Republic of Uzbekistan

³ Clark, B.R. (1983a). The Higher Education System. Berkeley: University of California Press

Clark, B.R. (1983b). Governing the Higher Education System in: Shattock, M. (ed.) The Structure and Governance of Higher Education. Guildford: Society for Research into Higher Education F. W. Taylor, Harper & Brothers. The Principles of Scientific Management, New York, 1911; Fayol, Henri. Administration industrielle et générale / Paris. — Dunod et Pinat. — 1917.

Mayo, Elton. Rever and industrial fatigue. Journal of Personnal Research, 3,273-281.

Patrick Griffin, Esther Care. Assessment and Teaching of 21st Century Skills/ Methods and Approach. © Springer Science+Business Media Dordrecht 2015

⁴ Фуломов С. С. Менежмент асослари. – Тошкент: Шарқ, 2002. – 366 б.

Курбонов Ш.Э., Сейтхалилов Э.А. “Таълим сифатини бошқариш”. – Тошкент, 2006, 553- бет Djurayev R.X., Turg'unov S.T. Ta'lim menejmenti. – Toshkent., “Voriz-Nashriyot”., 2006

Saidov M.X. Oliy ta'lim menejmenti va iqtisodiyoti. – T.: Moliya, 2002, -169 b.; Axunova G.N. Ta'lim xizmatlari bozorida marketing faoliyati va uni takomillashtirish, Iqt.f.d. diss. avroref. – T.: TDIU.; Teshaboev T.Z. Oliy o'quv yurtlarida innovatsion faoliyatni takomillashtirish yo'llari. – T.: Fan va texnologiya, 2007. 129 b.;

⁵ Зайнутдинов Ш.Н., Ашуров З.А., Муйдинов Ф. Оценка эффективности инновационного менеджмента в корпорациях // Сборник научных трудов: Реализация антикризисной программы - основа дальнейшего развития национальной экономики и повышения его конкурентоспособности. - Москва. 2010. С. 321-322.

This thesis serves to a certain extent in the implementation of the tasks defined in the decision No. 187 of April 6, 2017 "On approval of state educational standards of general secondary and secondary special, vocational education" and other regulatory legal documents.

Main Part

In all periods of the development of our society, many measures have been taken in order to liberalize and modernize all aspects of our life, and in the process of carrying out fundamental reforms, to improve the management system in accordance with the requirements of the times, to optimize the powers of state structures, to clearly define the tasks of state and economic management, and to increase the effectiveness of the state management system.

In particular, the Decree of the President of the Republic of Uzbekistan dated May 26, 2023 No. PF-79 on measures to effectively organize the activities of the Ministry of Preschool and School Education and organizations within its system Management mechanisms, priority directions of the Ministry of Preschool and School Education(MPSE) we can see the organizational changes implemented in the system. ⁶ In this Decree, in order to bring preschool and general secondary education to a new level, increase its quality and improve educational programs, in accordance with it, gradually starting from the 2023/2024 academic year:

- educational programs and educational-methodical complexes are introduced to students in grades 1-4 of general secondary education institutions, aimed at providing students with basic knowledge, in grades 5-9, and basic and 10-11th grade students;
- interdisciplinary and interclass integration of general secondary education programs and educational-methodical complexes is ensured;
- a new method of knowledge assessment will be introduced, and within it, the teacher will assess the students' skills such as being able to apply the learned topic in practice, critical thinking and analyzing the given material;
- computer science is introduced in the primary classes of general secondary educational institutions, and lessons aimed at increasing the financial literacy of students are introduced in the secondary classes;
- the share of practical training in all subjects will be increased to 60 percent. In this case, the subjects of the lessons are taught by solving specific problems, and practical lessons are conducted in the form of project implementation. The management structure of the Ministry of Preschool and School Education is based on a vertical structure, and its features are defined as follows:

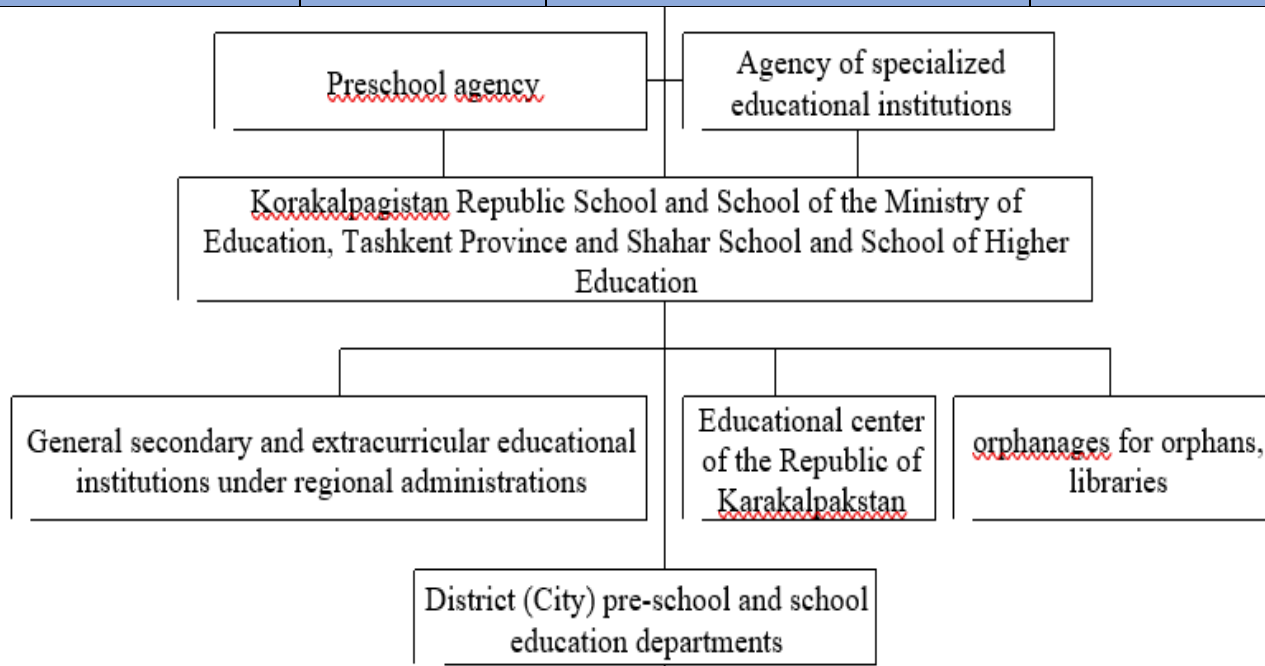
Management of personnel and their placement in appropriate positions by a higher authority.

Schematically, the management system for these educational sectors can be explained in the following general situation (Chart 1).

⁶ ПФ-79-сон 26.05.2023. Мактабгача ва мактаб таълими вазирлиги ҳамда унинг тизимидаги ташкилотлар фаолиятини самарали ташкил этиш чора-тадбирлари тўғрисида

Chart 1⁷ Organizational structure of the Ministry of preschool and school education

Ministry of preschool and school education			
Republic educational center	National research institute for professional development of pedagogues and training in new methods named after A.Avloni	The editorial journal "Boshlangich edim" of the state enterprise, "Language and literature teaching", "Teaching language and literature", "Language and literature teaching" journals edited by the state enterprise, "Education" and "Uchitel Uzbekistan" newspapers, "People's education" "Editorial magazine" of the state enterprise, "Tong Yulduzi" editorial newspaper, "Klass" editorial newspaper, "Guncha" editorial magazine, "Gulkhan" editorial magazine	"Supply and logistics service" DUK
Tashkent State Pedagogical University named after Nizomiy and its affiliated academic lyceum, Republican Pedagogical Education Resource Center (library), Network Center for Retraining of Pedagogical Personnel of Higher Education Institutions and Improving their Qualifications	National centers for training teachers in new methods Psychological-pedagogical republican diagnostic center for vocational guidance of students	"Innovation, Technology and Strategy Center" state unitary enterprise	"Uzbekistan" Publishing-Printing Creative House" LLC, "Gafur Ghulam Publishing-Printing Creative House" LLC A.P. "Mehribonlik" house number 22 named after Khlebushkina, "Mehrlil Maktab" state educational institution, "Mehribonlik" houses republican health resort



Here, education is considered from the point of view of existing institutions in the field of education in our republic and their management bodies, and they are divided into three groups. The management structure of the Ministry Preschool and School Education is based on a vertical structure, and its features are defined as follows:

The management hierarchy consists of several levels, each lower level of management is directly administratively subordinate to the level above it, the decisions made by the higher level body are considered mandatory for execution by the lower level;

Management bodies at each level have the right to manage only the bodies and institutions of the level below them;

⁷ <https://lex.uz/uz/docs/6476175> -3 илова

educational policy and strategic and conceptual decisions and initiatives aimed at its development are determined only by the highest governing body;

centralized implementation of financing;

management of personnel and their placement in appropriate positions by a higher authority.

The education system in our country was managed by three ministries: the Ministry of Pre-School Education, the Ministry of Public Education, and the Ministry of Higher and Secondary Special Education. Today, the Ministry of Higher Education, Science and Innovation, School and Preschool Education of the Republic of Uzbekistan. All of them are coordinated by the department of the Cabinet of Ministers of the Republic of Uzbekistan, which manages the social sector, and carries out general management.

The Cabinet of Ministers of the Republic of Uzbekistan has the following powers in the management of the educational system⁸:

conducting a unified educational policy in the field of education; implementation of management over state education management bodies;

Development and implementation of educational development programs;

Establishing, reorganizing and terminating the activities of educational institutions;

Establishing procedures for accreditation of educational institutions and certification of teaching staff;

Granting the rights to engage in educational activities to other state educational institutions in the territory of the Republic of Uzbekistan;

Approval of SGE.

Also, a certain part of the functions of the state management of educational systems is carried out by the Ministry of Finance (in financing issues) and the Ministry of Economy (development of statistical indicators in the field of education, programs for the development of educational institutions, demographic forecasting, etc.).

The general secondary education system is implemented directly by the Ministry of Public Education of the Republic of Uzbekistan.

On the basis of these decisions, the following main tasks and areas of activity are defined in the implementation of state management in the public education system:

1. Implementation of a unified state policy aimed at the development of the public education system, comprehensive development of general high school and extracurricular education, further raising the knowledge and moral level of students;

2. Implementation of a system of organizational and methodical measures for the introduction of secondary education by ensuring mutual integration between secondary schools and secondary special vocational education institutions;

3. Coordinating the activities of public educational institutions in accordance with the state educational standards of general secondary education and the state requirements for extracurricular education, as well as methodical guidance in vocational training of students;

⁸ Ўзбекистон Республикасининг “Таълим тўғрисида”ги Қонуни // Ўзбекистоннинг янги қонунилари. – Тошкент: Адолат, 1998. – 17-том.

4. Implementation of comprehensive measures to ensure the effectiveness of teaching foreign languages in general secondary educational institutions, guide students to professions and improve labor education;

5. Introducing effective forms and methods of education into the educational process, taking into account modern advanced forms of teaching, new pedagogical and information technologies, optimization of the educational, mental and physical load of students;

6. Organizing the creation and publication of a new generation of educational and educational-methodical literature developed in accordance with the updated curriculum and programs, which meet international requirements in terms of content and quality, using advanced pedagogical and information and communication technologies;

7. To improve the activities of orphanages, to provide socio-psychological rehabilitation and legal protection of children left without parental care, to help them develop social-labor skills and integrate into society;

8. Coordination of activities of specialized educational institutions (schools, boarding schools) for children with disabilities;

9. Carrying out systematic monitoring of the fulfillment of state educational standards and requirements by general secondary and non-school educational institutions;

10. Ensuring purposeful and effective use of budget funds and compliance with budget discipline in educational institutions;

11. Coordination and monitoring of effective use of buildings and structures in educational institutions.

If we analyze the management model of the public education system of the Republic of Uzbekistan and the mechanisms, tools and methods (management methods) used in it from the point of view of the general laws, principles and functions of management, we can see that this management system is built on the basis of the hierarchical (multi-level, vertical, linear functional) principle. In this case, the control vector is vertical, which means that the corresponding level is subordinate to a higher level control body.

Improving the quality of management in the educational system and fulfilling the requirements set for education by the state and society in a high quality and at the required level depends, first of all, on the professional training of the managers operating in this system. The state has not developed any requirements for managerial competences of managers operating in the system of public education, that is, from the head of the educational institution to the managers at the level of district, regional and republican organizations. International experience shows that in the USA, France, England, Finland, South Korea, Japan and other developed democracies, the professional competences, i.e., professional standards, mechanisms for evaluating and identifying managers working in the educational system have been developed and are being successfully implemented.

Conclusions and suggestions

As part of our research, the results of our studies (conversations, interviews and questionnaires) conducted in training courses for managers show that most managers are unaware of the elements of educational management and management skills and mechanisms in general. Also, the analysis of the

content of these courses shows that management mechanisms based on administrative command were still taught in the educational management modules.

As a solution to this problem, within the framework of our research, it is proposed to develop and put into practice relevant legal normative frameworks at the government level (ministerial or higher level) on the development of professional (professional) standards of educational system leaders, their assessment, identification and measurement, and the introduction of methods and tools. will be done.

References

1. President Of The Republic Of Uzbekistan Sh. Mirziyoyev's Decree No. PF-5847 of October 18, 2019: "the concept of the development of the higher education system of the Republic of Uzbekistan until 2030" / <https://lex.uz>
2. Address of President Shavkat Mirziyoyev at the solemn ceremony dedicated to the day of teachers and coaches /Т.: 30.09.2020 <https://president.uz/uz/lists/view/3864>
3. Clark, B.R. (1983a). The Higher Education System. Berkeley: University of California Press
4. Clark, B.R. (1983b). Governing the Higher Education System in: Shattock, M. (ed.) The Structure and Governance of Higher Education. Guildford: Society for Research into Higher Education F. W. Taylor, Harper & Brothers. The Principles of Scientific Management, New York, 1911; Fayol, Henri. Administration industrielle et générale / Paris. — Dunod et Pinat. — 1917.
5. Mayo, Elton. Rever and industrial fatigue. Journal of Personnal Research, 3,273-281.
6. Фуломов С. С. Менежмент асослари. – Тошкент: Шарқ, 2002. – 366 б.
7. Қурбонов Ш.Э., Сейтхалилов Э.А. "Таълим сифатини бошқариш". – Тошкент, 2006, 553- бет Djurayev R.X., Turg'unov S.T. Ta'lim menejmenti. – Toshkent., "Voriz-Nashriyot", 2006
8. Saidov M.X. Oliy ta'lim menejmenti va iqtisodiyoti. – Т.: Moliya, 2002, -169 б.; Axunova G.N. Ta'lim xizmatlari bozorida marketing faoliyati va uni takomillashtirish, Iqt.f.d. diss. avroref. – Т.: TDIU.; Teshaboev T.Z. Oliy o'quv yurtlarida innovatsion faoliyatni takomillashtirish yo'llari. – Т.: Fan va texnologiya, 2007. 129 б.;
9. Зайнутдинов Ш.Н., Ашуров З.А., Муйдинов Ф. Оценка эффективности инновационного менеджмента в корпорациях // Сборник научных трудов: Реализация антикризисной программы - основа дальнейшего развития национальной экономики и повышения его конкурентоспособности. - Москва. 2010. С. 321-322.
10. ПФ-79-сон 26.05.2023. Мактабгача ва мактаб таълими вазирлиги ҳамда унинг тизимидаги ташкилотлар фаолиятини самарали ташкил этиш чора-тадбирлари тўғрисида
11. <https://lex.uz/uz/docs/6476175-3> илова
12. Ustadjalilova, Xurshida Aliyevna. "Theory of correlation connections in determining the body weight of a person using formulas." TRANS Asian Journal of Marketing & Management Research (TAJMMR) 9.10 (2020): 71-76.
13. Устаджалилова, Хуршида Алиевна, and Ангелина Игоревна Ибулаева. "Профессиональная направленность преподавания математики." Актуальные научные исследования в современном мире 11-8 (2020): 222-228.
14. Устаджалилова, Х. А. (2023). РОЛЬ ДУХОВНОГО НАСЛЕДИЯ В ВОСПИТАНИИ МОЛОДОГО ПОКОЛЕНИЯ В ВУЗЕ. Academic research in educational sciences, 4(KSPI Conference 1), 271-275.

15. Устаджалилова, Х. А. (2022). ОСОБЕННОСТИ РАЗРАБОТКИ УЧЕБНЫХ ПЛАНОВ КАК ВЕДУЩЕЙ ДЕЯТЕЛЬНОСТИ В УПРАВЛЕНИИ ОБРАЗОВАТЕЛЬНЫМ УЧРЕЖДЕНИЕМ. In ТЕОРИЯ И ПРАКТИКА СОВРЕМЕННЫХ ГУМАНИТАРНЫХ И ЕСТЕСТВЕННЫХ НАУК (pp. 182-186).
16. Устаджалилова, Х. А. (2020). Методическое обеспечение учебного процесса в кредитно-модульной системе. In Образование как фактор развития интеллектуально-нравственного потенциала личности и современного общества (pp. 43-46).
17. Устаджалилова, Х. А., & Джураев, И. (2015). Учебная деятельность как ведущая в процессе обучения и воспитания здорового поколения в академическом лицее. In Теория и практика современных гуманитарных и естественных наук (pp. 58-60).
18. Ustadjalilova, X. A., & Ostonov, S. M. (2021). IMPROVING THE MECHANISMS OF CURRICULUM DEVELOPMENT IN EDUCATIONAL INSTITUTIONS. Актуальные научные исследования в современном мире, (5-10), 10-14.
19. Устаджалилова, Х., Хайдарова, М., & Олимова, Д. (2020). Роль исторического и культурного наследия в формировании мотивации изучения математики. In Фундаментальные и прикладные научные исследования: актуальные вопросы, достижения и инновации (pp. 17-19).
20. Устаджалилова, Х. А. (2019). ОСОБЕННОСТИ ПРЕПОДАВАНИЯ МАТЕМАТИКИ ГУМАНИТАРИЯМ. UDK 519.24, 1, 321.
21. Устаджалилова, Х. А. (2020). ФОРМИРОВАНИЕ КОМПЕТЕНЦИЙ И РАЗВИТИЕ ЛИЧНОСТИ В УСЛОВИЯХ НЕПРЕРЫВНОГО ПРОФЕССИОНАЛЬНОГО ОБРАЗОВАНИЯ. *Образование как фактор развития интеллектуально-нравственного потенциала личности и современного общества: материалы*, 43.
22. Ustadjalilova, K. (2022). IMPROVING THE MECHANISMS OF THE SYSTEM OF ADVANCED TRAINING OF UNIVERSITY TEACHERS USING ALTERNATIVE METHODS. *International Journal of Early Childhood Special Education*, 14(8).
23. Radjabova, Gavxar. "TA'LIM XIZMATLARI BOZORI VA UNING TARTIBGA SOLINISHI." *Talqin va tadqiqotlar* 1.1 (2023).
24. Umarovna, Radjabova Gavhar. "FEATURES OF THE MARKET OF EDUCATIONAL SERVICES AND THE PROBLEM OF INTERACTION OF HIGHER EDUCATIONAL INSTITUTIONS WITH EMPLOYERS." *E Conference Zone*. 2022.
25. Umarovna, Rajabova Gavkhar. "CONCEPTUAL FOUNDATIONS FOR IMPROVING THE ORGANIZATIONAL AND ECONOMIC MECHANISM OF THE UNIVERSITY MANAGEMENT SYSTEM." *International Journal of Early Childhood Special Education* 14.8 (2022).
26. Umarovna, Radjabova Gavkhar. "INCREASING THE COMPETITIVENESS OF UNIVERSITIES IN THE MARKET OF EDUCATIONAL SERVICES." *Open Access Repository* 9.11 (2022): 269-273.
27. Umarovna, Rajabova Gavkhar. "IMPROVING THE PERFORMANCE MANAGEMENT OF THE HIGHER EDUCATION SYSTEM IN THE REPUBLIC OF UZBEKISTAN." *Open Access Repository* 8.11 (2022): 81-86.
28. Umarovna, Radjabova Gavkhar. "LABOR MARKET AND EMPLOYMENT IN THE REPUBLIC OF UZBEKISTAN." *INTERNATIONAL JOURNAL OF SOCIAL SCIENCE & INTERDISCIPLINARY RESEARCH* ISSN: 2277-3630 Impact factor: 7.429 11.07 (2022): 21-28.

29. Radjabova, Gavkhar Umarovna. "The oretical, practical and demographic aspects of labor market development in Uzbekistan." *ACADEMICIA: An International Multidisciplinary Research Journal* 11.3 (2021): 1070-1075.
30. Radjabova, Gavkhar Umarovna, and Ramzxon Rashidovich Jalilov. "The System of Quality Control of Education in Domestic Schools." *The Peerian Journal* 5 (2022): 87-91.
31. Umarovna, Radjabova Gavxar. "HOZIRGI ZAMON IQTISODIY TARAQQIYOTIDA TASHKILOTNING INNOVATSIYON FAOLIYATINING AHAMIYATI." *Oriental Art and Culture* 7 (2021): 185-189.
32. Umarovna, Radjabova Gavkhar, and Abdiev Dilshodzhon. "PATTERNS AND PRINCIPLES OF MANAGEMENT IN EDUCATION." (2023).
33. Qizi, Saidova Xilolaxon Rashidjon. "Vaziyatli yondoshuv va uning boshqaruv nazariyasi rivojlanishidagi ahamiyati." *Oriental Art and Culture* 7 (2021): 254-259.
34. Saidova, Hilolaxon Rashidjon Qizi. "Quality of school education and factors of its modernization." *Current Research Journal of Pedagogics* 2.06 (2021): 43-50.
35. Qizi, Saidova Hilolaxon Rashidjon. "Methods based on the model of educational institution improvement of the educational quality control system." *European Journal of Research Development and Sustainability* 2.6 (2021): 53-56.
36. Saidova, Kh. "Organizational and pedagogical features of educational quality control system in advanced foreign countries." *Berlin Studies Transnational Journal of Science and Humanities* 2.1.5 Pedagogical sciences (2022).
37. Saidova, X. R. "EFFECTIVENESS OF QUALITY MANAGEMENT IN THE ORGANIZATION OF ACTIVITIES OF EDUCATIONAL INSTITUTIONS TA'LIM MUASSASALARI FAOLIYATINI TASHKIL ETISHDA SIFAT MENEJMENTI SAMARADORLIGI." *INFORMATION TECHNOLOGIES AND MANAGEMENT IN HIGHER EDUCATION AND SCIENCES* (2022): 85.
38. Xilolaxon, Xilolaxon Saidova. "TA'LIM SIFATINI TAMINLASHNING TASHKILY HUQUQIY ASOSLARI." *Молодые ученые* 1.7 (2023): 107-109.
39. Саидова, Хилолахон. "ТАЪЛИМ СИФАТИНИ ТАЪМИНЛАШДА МИЛЛИЙ ВА ХОРИЖИЙ ТАЖРИБАЛАР: <https://doi.org/10.53885/edinres>. 2022.9. 09.019 Саидова Хилолахон, Қўқон давлат педагогика институти, Мактаб менежменти кафедраси ўқитувчиси." *Образование и инновационные исследования международный научно-методический журнал* 9 (2022): 131-136.
40. Saidova, X. R. "EFFECTIVENESS OF QUALITY MANAGEMENT IN THE ORGANIZATION OF ACTIVITIES OF EDUCATIONAL INSTITUTIONS." *Publishing House "Baltija Publishing"* (2023).
41. Saidova, X. R. "MECHANISM FOR ATTRACTING STAFF TO IMPROVE THE QUALITY OF EDUCATION." *INTERNATIONAL JOURNAL OF SOCIAL SCIENCE & INTERDISCIPLINARY RESEARCH ISSN: 2277-3630 Impact factor: 7.429* 11.07 (2022): 59-67.
42. Саидова, Хилолахон. "Таълим тизими бошқарувида сифат ва самарадорлик моделлари." *Общество и инновации* 3.3/S (2022): 42-49
43. Kurbanov M. U. Improving School Management By Effectively Managing The Pedagogical Community //Eurasian Journal of Learning and Academic Teaching. – 2023. – Т. 18. – С. 190-194.
44. Ummatovich K. M. Purposeful management of the teaching staff of school: theory and practice //Open Access Repository. – 2022. – Т. 8. – №. 12. – С. 80-83.

45. MU Kurbanov. Improving School Management By Effectively Managing The Pedagogical Community. Eurasian Journal of Learning and Academic Teaching, 2023
46. Kurbanov M. U. THEORETICAL AND PRACTICAL FRAMEWORK FOR SCHOOL MANAGEMENT //Galaxy International Interdisciplinary Research Journal. – 2022. – Т. 10. – №. 12. – С. 1530-1537.
47. Otajonova, Maftuna. "VAQTNI BOSHQARISH VA HAYOT MAQSADLARI." Евразийский журнал права, финансов и прикладных наук 2.11 (2022): 53-58.
48. Sulonmurodovna, Otajonova Maftuna. "THE ORETICAL AND SCIENTIFIC APPROACHES TO ENSURING THE QUALITY OF EDUCATION IN THE TRAINING OF COMPETITIVE PERSONNEL IN HIGHER EDUCATIONAL INSTITUTIONS." Open Access Repository 8.11 (2022): 121-126.
49. Sulonmurodovna, Otajonova Maftuna. "FORMATION OF INDEPENDENT EDUCATION OF STUDENTS BASED ON TIME MANAGEMENT TECHNOLOGIES." Open Access Repository 9.12 (2022): 143-149.
50. Sultanmurodovna, Otajonova Maftuna. "Essential Characteristic and Advantage of "Time Management". " Central Asian Journal of Innovations on Tourism Management and Finance 3.10 (2022): 32-36.
51. Казимов, Ж. Ш. (2019). Современный подход к качеству и эффективности учебно-воспитательных процессов в общеобразовательных школах. Евразийское Научное Объединение, (2-4), 230-232.
52. Kazimov, J. S. (2020). ORGANIZATION AND MANAGEMENT OF EDUCATIONAL PROCESSES IN MODERN SCHOOLS ON A SCIENTIFIC BASIS. In Humanities and Social Sciences in Europe: Achievements and Perspectives (pp. 14-19).
53. Kazimov, J. S. (2020). CONTENTS OF THE PROCESS OF PREPARATION AND TRAINING OF TEACHERS OF GENERAL EDUCATIONAL INSTITUTIONS. Scientific and Technical Journal of Namangan Institute of Engineering and Technology, 2(7), 412-417.
54. Rashidovna, Madaminova Khusnida. "DEVELOPMENT OF INDEPENDENT THINKING SKILLS OF CHILDREN IN A PRESCHOOL EDUCATIONAL ORGANIZATION." *Galaxy International Interdisciplinary Research Journal* 11.11 (2023): 44-47.
55. Ergashev, Eminjon Aliyevich, and Rashidovna Madaminova Xusnida. "PEDAGOGICAL AND PSYCHOLOGICAL ASPECTS OF THE USE OF MODERN INFORMATION TECHNOLOGIES IN THE EDUCATIONAL PROCESS." *Актуальные научные исследования в современном мире* 4-3 (2021): 148-151.
56. Рашидовна, Мадаминова Хуснида. "ПУТИ ПОВЫШЕНИЯ ЭФФЕКТИВНОСТИ ДЕЯТЕЛЬНОСТИ КОКАНСКОГО ГОСУДАРСТВЕННОГО ПЕДАГОГИЧЕСКОГО ИНСТИТУТА НА ОСНОВЕ МОДЕЛИ 3.0 В ВЫСШЕМ ОБРАЗОВАНИИ". *Журнал международных междисциплинарных исследований Galaxy* 10.12 (2022): 1562-1570.
57. Rahmonova, Manzura. "O'ZBEKISTONDA INSON KAPITALINI TAKOMILLASHTIRISH YO'NALISHLARINING AMALGA OSHIRILISHINI TA'MINLASH-MILLIY YUTUQLAR VA TARAQQIYOT GAROVIDIR." Interpretation and researches 1.1 (2023).
58. Rahmonova, Manzura. "INSON KAPITALI INDEKSI TUSHUNCHASI VA O'ZBEKISTONDA UNI HOLATI TAHLILI." Interpretation and researches 1.1 (2023).

59. Gafurova, N. I., and Z. Yusupova. "ATTENTION TO PEOPLE-THE YEAR OF QUALITY EDUCATION-OPENED A WIDE WAY FOR THE PROTECTION OF HUMAN RIGHTS AND INTERESTS AND THE DEVELOPMENT OF EDUCATIONAL REFORMS." *Conferencea* (2023): 26-30.
60. Gafurova, N. I. "SYSTEM OF FORMATION OF LEGAL CULTURE AMONG STUDENTS OF HIGHER EDUCATION INSTITUTION." *Galaxy International Interdisciplinary Research Journal* 11.11 (2023): 389-393.
61. Makhkamova, D. A. (2022). MODERN DIDACTIC CAREER GUIDANCE RESOURCES. *Open Access Repository*, 8(11), 103-107.
62. Makhkamova, D. A. (2022). The essence of vocational guidance of secondary school students and the integration of didactic resources in the classroom (on the case of teaching the subject of technology). *INTERNATIONAL JOURNAL OF SOCIAL SCIENCE & INTERDISCIPLINARY RESEARCH* ISSN: 2277-3630 Impact factor: 7.429, 11(10), 232-234.