



## DIRECTIONS FOR DEVELOPING EDUCATIONAL SERVICES BASED ON THE NEEDS OF THE LABOR MARKET

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**Abstract.** The article discusses the conditions for the implementation of adaptive systems, quality management in the activities of higher education institutions. Modern approaches of researchers to defining the concept of "adaptive management" show the topic of "quality of educational process in higher education" and determine its main directions. Scientific ideas and features of the concepts of "Adaptive" and "Adaptive management" are revealed.

**Keywords:** Higher education institution, development strategy, Adaptive, external environment, management model, adaptive management technology.

### INTRODUCTION

It consists in analyzing the management models and development strategies of higher education institutions (HEIs), describing the ways, methods and technologies of adapting them to the rapidly changing conditions of the external environment. A comprehensive research method allows to analyze the existing development strategies of higher education institutions and develop recommendations for organizational and economic support of their adaptability to changes in the external environment. It is a systematic approach to justify the nature and types of strategies for the development of higher education institutions, the processes of adapting their activities to changes in the external environment. It is proposed to consider the concept of adaptive management of higher education institutions as a synergistic combination of organizational principles in the process of applying effective methods, algorithms and management models to implement the most important directions of solving the multifaceted problems of their adaptation. In order to ensure its effective operation and competitiveness in the market of educational services, it should take into account changes in the environment.



## MATERIALS AND METHODS

The results of the study show that the process of continuous adaptation of the higher education institution to changes in the external environment requires the formation (clarification, improvement) of the organizational and economic adaptation mechanism, the introduction of the ideology of adaptive management into the general management of the higher education institution. Coordinating the system regulatory-legal framework with the tasks of modernization of the educational process. Adaptive management management should cover all subsystems of higher education institution management: operational, educational, scientific and technical, financial and investment, innovation, marketing, personnel, they do not work separately. The system of supporting the adaptive process in higher education institutions should include the development of a program of actions to adapt it to the problems of the external environment, including appropriate organizational and economic adaptive measures, starting with the mobilization of students all available competitive factors, financial, labor and other resources for personnel retraining, etc. Taking into account the principles of the adaptive management process, the scientific and methodological principles of organizing the support of the adaptive management process in higher education institutions take into account the specific characteristics of educational activities, the need to forecast them in the medium and long-term perspective, and provides planning of adaptive management changes.

## RESULTS AND DISCUSSION

The results of the implementation of the adaptive management management strategy in higher education institutions on a long-term basis can be defined as a criterion for improving the quality of education or normative educational documents by specialty.

The conditions that determine the characteristics of the current and future activities of the external environment are being rapidly formed. The most important of them are: informatization of society, digitalization of all spheres of life; formation of market relations, including the transition of higher education institutions (HEIs) to market logic; reform of the country's economic complex; formation of knowledge economy, decrease of human factor in modern production; globalization of economic relations and internationalization of education.



Discretion and instability of working conditions require higher education institutions to pay constant attention to current changes in the external environment. The development of technological progress, socio-economic relations in society and, in connection with this, the increase in the requirements for the qualifications of graduates, rapid changes in the labor market, the emergence of new professions require educational institutions to plan their activities and predict the future. the economic complex of the country, region, to specialists whose needs are highly compatible with the current and future needs of the population and business entities, the relevant knowledge required in the labor market. These factors determining the environment require making conscious decisions on the development strategy of higher education institutions and adapting to new, rapidly changing working conditions. Currently, it has become clear that it is necessary to develop a strategy for the preservation of higher education institutions in today's economic and social conditions. However, the analysis of practice shows that a number of methodological and practical issues arise, the solution of which will help to increase the efficiency of higher education institutions in the market of educational services. The methods of choosing an activity model for an educational institution are becoming especially relevant in the conditions of the rapidly developing market of educational services and its adaptation to its problems [3].

It consists in improving the scheme of organizational and economic support of higher education institutions' adaptability to changes in the external environment; Determining the role and place of adaptive management technologies in the strategic management system of higher education institutions. The purpose of this article is to analyze the management models and development strategies of higher education institutions, as well as the formation of adaptive methods, methods and technologies to the rapidly changing external environment in which they operate.

It is recommended to consider the essence of adaptive management of higher education institutions as a process of creating conditions for the implementation of social requirements for the high-quality, relevant knowledge received by graduates, and the adaptation of their competences to the modern and future economy in this process [4]. Appropriate changes in all structural divisions of higher education institutions, taking into account their functions, basic status, direct or indirect relevance to the implementation of





adaptive goals and tasks of the organization; Socio-economic and institutional changes in higher education institutions, increasing people's need for knowledge. It is proposed to consider the concept of adaptive management of higher education institutions as a synergistic combination of patterns, organizational principles in the process of applying effective methods, algorithms, and models for the implementation of the most important directions of solving the multifaceted problems of adaptation. Change the external environment to ensure the effectiveness of its activity and competitiveness in the market of educational services. The process of continuous adaptation of higher education institutions to changes in the external environment requires the formation (clarification, improvement) of the organizational-economic adaptive mechanism, the introduction of the management ideology of adaptation to the general management system of higher education institutions, and the coordination of the legal framework. In order to modernize the educational process. Adaptive management of higher education institutions should cover all subsystems: operational, educational, scientific and technical, financial and investment, innovation, marketing, personnel, they do not work separately.

Taking into account the continuity and extremely high speed of changes in the economy and society, adaptive management principles and technologies should become a permanent means of ensuring that the educational institution meets the requirements of the current and future economy and its competitiveness in the market of educational services [5]. Adapting higher education institutions to changes in the external environment should be the main (if not the main) task of every management function of the organization. Each part of the general management structure plays a specific role in the implementation of the adaptive program of the institution. A defining feature of a modern adaptive organization can be the institution's marketing service. The organizational-economic mechanism should be considered as a set of interrelated elements that ensure the rapid restructuring of all subsystems of institutions in order to achieve maximum efficiency in the conditions of changes occurring or predicted in the external environment. It is a set of principles, tools and methods of making and implementing adaptive management decisions. The diversity, variety and complexity of the adaptive process require the development of an adaptive strategy of higher education institutions, which, in turn, requires the development of the



concept of building an appropriate organizational and economic mechanism. The concept of the adaptation process should be based on a clearly defined goal and be based on sound and proven principles. it is necessary to determine how the adaptation system should work. The adaptive process is aimed at solving three main tasks: ensuring the viability and more stable development of the organization in the long-term perspective based on establishing a dynamic balance with the external environment; increase the level of competitiveness of universities in the market of educational services.

## CONCLUSION

Adaptation of higher education institutions to the requirements of the external environment is not a one-time action, but a continuous and long-term process, which should ultimately ensure the competitiveness of the institutions in the regional and national educational service markets and its high prestige, dynamic changes in the external environment and in the context of the need to take into account the prospects of training specialists, it is necessary to implement a systematic, continuous adaptation process based on the forecasts of the development of the external environment. Being a necessary principle of the activity strategy of an educational institution with a proactive character.

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