



KNOWLEDGE MANAGEMENT AS A FACTOR PROVIDING COMPETITIVE ADVANTAGE OF HIGHER EDUCATION INSTITUTION.

U.A. Mukhammadiyev

is an associate professor of Samarkand State University
of Architecture and Construction Universit

U. Ch. Khudoykulov

is (PhD) senior teacher of
Samarkand State Architecture and Construction Universit
<https://doi.org/10.5281/zenodo.8068125>

Abstract: This article examines knowledge management as a factor that provides competitive advantage. Factors providing competitive advantage are analyzed. Types of strategies for competitiveness of higher education institutions are presented. Competitive advantage is grouped into internal and external sources, which are analyzed in terms of cause and effect.

Keywords: Competition, competitive advantage, internal culture, strategic competition, competitiveness, manager, strategic group, market.

Due to various reasons (political, economic, social and technological), the competition in the market of higher education services is increasing. Therefore, this situation poses problems for higher education institutions (HEIs) such as research, adaptation and efficiency improvement in the conditions of the market economy. In order to solve these problems, radical changes are being implemented in higher education in recent years.

One of the urgent problems of the modern higher education services market is the development of skills that cannot be copied by competitors and ensures long-term sustainable competitiveness in order to create a continuous strategic competitive advantage of HEIs. The solution to this urgent problem requires the development of new theoretical approaches and new methods of their implementation.

Foreign and domestic scientists dedicated to the analysis of general problems of competition and the concept and terms of competitive advantage related to them: I. Ansoff, K. Bouchen, P. Doyle, J. Lamben, A. Little, A. Fathutdinov, B. Yoldoshev and others are considered. But if we take into account that the relevance and practical importance of the theory of competition is increasing year by year, especially the influence of the concepts of competitive advantage and competitiveness on higher education, it should be recognized that research in this direction has not been completed and that a lot of research should be conducted in this field.

Many scientists have expressed their opinion on the theory of competition and the concepts of competitive advantage and competitiveness as an important factor for economic entities.

J.J. Lamben, in his book "Strategic and Operational Marketing", defines the concept of operational and strategic competitive advantage as "...Owning a strategic advantage in the base market means engaging in activities that competitors engage in more efficiently than they do." Acquiring a strategic competitive advantage is "... consciously choosing businesses that are different from competitors' businesses, or these businesses, but doing it in different

ways...". "Competitive advantage provides a direct competitive advantage over competitors in accordance with the characteristics of the product or brand being created..." [3. 465 b].

A. Strickland III and A. Thomson describes a sustainable competitive advantage as having a large number of customers and the ability to deal with competitive forces.

G. Azoev and A. Chelenkov in his work "Competitive advantage of the firm" believes that "Competitive advantage is having higher economic, technical and organizational indicators (additional profit, higher profitability, market share, sales volume) than competing enterprises [1. 256 b].

A common model of competitive advantage of the enterprise M. Porter [5. 313 b] proposed by. The essence of this model is that the focus of the enterprise is not only on meeting the needs of consumers, but also on the need to take into account the competitive forces in the market. In order for the enterprise to be able to obtain above-average profit as a result of its activity, it should have a strong competitive position in relation to its competitors. M. All in all, Porter states that there are two types of competitive advantage: low cost and specialization.

Low costs mean not only the amount of low costs for production compared to competitors, in which it is important that the firm creates, produces and sells goods efficiently compared to competitors. In other words, in order to have this type of competitive advantage, the company should have the ability to organize lower costs compared to competitors, and produce goods and services in shorter periods. This type of competitive advantage is hereinafter referred to as "internal". Competitive advantage, which at first glance seems obvious and meaningless, "specialization" is also a complex concept. This competitive advantage does not mean only producing a group of goods of a certain category, but having the ability to satisfy the needs of a particular group of consumers and to sell these goods and services at higher prices. In order to ensure such an advantage in the category, the firm must learn to "stand out" among competitors, that is, offer customers high-quality goods different from standard goods or goods with non-standard characteristics that attract buyers. This is an "external" competitive advantage for the producer of goods and services. It is the "external" competitive advantage that provides the firm with market power and enables it to set higher prices for goods and services.

The two types of competitive advantage analyzed above are different in nature and essence. Thus, M. Porter defines competitive advantage as producing goods at a lower cost than competitors or setting a higher price for them by creating unique features in goods and services.

Thus, competitive advantage is an internal objective characteristic of an organization that allows it to offer goods and services to consumers at lower costs (prices) than competitors.

Determination of competitive advantage is a very important analytical task for managers.

Competitive advantage includes the following:

- competitive advantage is always relative, comparative in nature, therefore it is relative and not absolute, as it can be evaluated based on the comparison of indicators of competitive advantage and factors affecting economic efficiency and conditions.

- competitive advantage changes over time, the features that provided the organization's competitive advantage in the recent past can be easily acquired by competitors today or lose their competitive ability.

- competitive advantage is not eternal. A company must provide valuable resources in terms of design and development to ensure a sustainable competitive advantage. The scarcity or total non-availability of resources is a critical factor that determines the creation and development of competitive advantage [8].

Various classifications of competitive advantage are presented in the scientific literature:

- source of competitive advantage (advantage based on economic, technological, geographic, demographic, administrative, etc.);

- initiators of competitive advantage (enterprise, strategic group, market, etc.);

- periods of competitive advantage;

- on the dynamics of competitive advantage;

- competitive advantage in terms of price or "internal", "external".

- M. Aspects of manifestation according to Porter's definition (value creation system).

Analyzing the "internal" sources of competitive advantage, the main advantages that researchers have analyzed more often include economies of scale, learning-learning, experience effects, vertical integration, synergy effects, and others.

Operational (production) technological, personnel, financial, raw material, intellectual, administrative and other such important strategic resources are considered in the design of "internal" competitive advantage.

Representatives of the school of strategies formed in the 90s of the last century. Prahalad and G. Hemel proposed the doctrine of core competencies as a source of sustainable competitive advantage. According to them, this strategic resource creates virtually unlimited opportunities for organizations to design a unique competitive advantage now and in the future [7. 586 b]. K. Parakhalad and G. According to Hemel, the basis of a company's competitive advantage lies in its ability to penetrate new markets that are deeply embedded in it, using its strengths. Effective use of these skills and competencies over competitors provides competitive advantage. Therefore, the secret of success is not in the goods and services created, but in the set of skills that create excellent quality goods and services. According to these scientists, the existence of basic skills is determined by the following three conditions:

- They provide access to disparate markets by pooling skills and technologies. This applies primarily to traditional business processes.

- Core skills contribute significantly to the creation of a final quality product that meets consumer demand.

- These core competencies should be difficult for competitors to acquire and copy.

So, the basic skills:

- it should not be considered as the only ability to create something;

- should not be considered as a skill that all competitors will have;

- a product or service with unique consumer characteristics should not be accepted as such forever.

G. Hemel argues that basic skills should be divided into three categories:



- skills related to market entry (product creation and marketing, product sales, logistics, after-sales service management, etc.).
- qualifications related to gaining the trust of consumers (quality, reliability, flexibility, flexibility, speed of adaptation to customer demand, etc.).
- functional related skills (human resource management, financial management, operational management, etc.).

K. Prahalad and G. Hemel considers basic skills as "the collective learning of the organization - first of all, the study of the coordination of the integration of various production skills and multiple technological flows" [7. 288 b].

Company competence does not appear by itself, but is achieved on the basis of long-term and effectively managed work. In this case, training and development of personnel at all levels of business processes, support of scientific research, selection, collection, coding of knowledge, organization of appropriate infrastructure, provision of information security, creation of internal appropriate culture of the organization and motivation of continuous learning are mandatory conditions [8] .

The history of the doctrine of knowledge management has replaced the industrial development of society from the post-industrial development period, which does not meet the requirements of the present time. The theory of new society E. Described in the works of Toffler. In this, the approximate year 1956 is noted as a symbolic date. D. Bella, M. McLuhan, E. Masudy later in the 1970s V. Glushkov, Yu. Schrader and others began to create the foundations of knowledge management. In the late 1980s and early 1990s, three different approaches to the doctrine of "knowledge management" emerged in Sweden, the United States, and Japan, namely, Scandinavian or European, American, and Japanese, respectively. During this period, works appeared on the problem of "knowledge management" (1986. Foundations of knowledge management. K. Wiig, 1995. knowledge-creating company: I. Nonaki and H. Takeuchi). The period from the following years to the present can be described as a period of widespread diffusion of knowledge management into all fields.

A variety of literature has emerged devoted to the definition and nature of knowledge management. But until now, the concept that fully discloses the term knowledge management has not been formed. Basically, knowledge management refers to the various processes and principles of creation, acquisition and acquisition, sharing and use.

Let's look at the ideas related to the concept of "knowledge management".

U. Bukovich and R. According to Wilms, knowledge management is the process and ability of an organization to benefit from the volume of knowledge or intellectual capital at its disposal [2. 504b]. B. According to Gates, "Knowledge management is the management of information flows. In this case, leaders should have the opportunity and guarantee to perform the necessary actions in a timely manner.

Knowledge management is a continuous process in order to ensure the competitiveness of the organization, in which knowledge is considered as a key strategic resource.

Of course, any organization should use the knowledge available in the society about competitiveness, competitive advantage, core competencies, the experience and knowledge of the organization, the teachings of the organization to improve its knowledge, and others. This knowledge, of course, can be fully used to increase the competitiveness of HEIs [8].



The basic concept in the field of knowledge management for HEIs is competences. Because skills are the main foundation of ensuring competitiveness. If there are no qualified and knowledgeable personnel (professors and employees), if their knowledge and skills are not considered as an important strategic resource, if knowledge management is not considered as the main tool of HE management, if HE does not depend on management and organizational infrastructure and an effectively formed internal culture without it, OTM cannot have a strategic sustainable competitive advantage over its competitors [4. 340 b]. The analysis of cause and effect relationships in HEI with regard to competitiveness: HEI knowledge-knowledge management-HEI core competencies-HEI sustainable competitive advantage-HEI competitiveness-competitive potential shows the existence of such connections.

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