

# Central Asian Problems of Modern Science and Education

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Volume 2020  
Issue 2 *Central Asian Problems of Modern  
Science and Education 2020-2*

Article 7

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4-25-2020

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### Recommended Citation

Sayidova, Sh.N. and Avezova, N.S. (2020) "CHALLENGES IN THE ORGANIZATION OF THE LEARNING PROCESS AND THEIR IMPACT ON THE QUALITY OF EDUCATION," *Central Asian Problems of Modern Science and Education*: Vol. 2020 : Iss. 2 , Article 7.

Available at: <https://uzjournals.edu.uz/capmse/vol2020/iss2/7>

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UDC:397.4/.7:871.32

## CHALLENGES IN THE ORGANIZATION OF THE LEARNING PROCESS AND THEIR IMPACT ON THE QUALITY OF EDUCATION

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**Annotatsiya** – Xalq ta’limi tizimini boshqarishning samarali mexanizmlarini joriy etish o’sib kelayotgan yosh avlodni ma’naviy-axloqiy va intellektual rivojlantirishni sifat jihatidan yangi darajaga ko’tarishning eng muhim sharti hisoblanadi, shuningdek, o’quv-tarbiya jarayonida ta’limning innovatsion shakllari va usullarini qo’llashga ko’maklashadi.

**Kalit so’zlar** – ta’lim usullari, o’quv muassasasi, boshqaruv jarayoni, samaradorlik, model, psixologik muhit, boshqaruv qarorlari, tashkilot.

**Аннотация** - Внедрение эффективных механизмов управления государственной системой образования является важнейшим условием поднятия духовно-нравственного и интеллектуального развития подрастающего поколения на качественно новый уровень, а также инновационного характера образования в образовательном процессе, формы и методы.

**Ключевые слова** - методы обучения, образовательное учреждение, процесс управления, эффективность, модель, психологическая среда, управленческие решения, организация.



**Abstract** – The introduction of effective mechanisms for managing the public education system is the most important condition for raising the spiritual, moral and intellectual development of the younger generation to a qualitatively new level, as well as promoting the use of innovative forms and methods of education.

**Key words** – methods of education, educational institution, management process, efficiency, model, psychological environment, management decisions, organization.

**Introduction:** Management of pedagogical activity of an educational institution is a management activity carried out for the purpose of planning, organization, stimulation, control and analysis of results of pedagogical process according to the nature of activity of educational institution[11].

Today, the science of pedagogy is gaining new insights into the management of educational institutions, the essence of which is deeper than ever. For example, the concepts of "interaction", "cooperation", "reflexive management" are used instead of "influence"[1].

The theory of educational management has been enriched by the theory of educational management. Management theory is characterized by trust in employees, the creation of conditions for their productive work and mutual respect.

**Literature review:** The views of the teacher R.Akhliiddinov, who conducted research in this area, are particularly noteworthy when we understand the essence of such concepts as management and manager, the pedagogical and psychological basis of public administration in the educational institution[2].

Management is usually understood as the work of individuals who have been formally appointed to leadership positions. The coaching job is also relevant to the management. Management is the process of influencing or collaborating with a particular employee or group to achieve maximum results from the minimum available[12].

**Analysis:** The indicators used to assess the effectiveness of the management of the institution can be divided into the following three interrelated groups.



1. A group of indicators that characterize the effectiveness of the management system, expressed in terms of performance and management costs of the institution[15]. Examples of educational institutions include an increase in the number of graduates (output), the effectiveness of indicators such as research, various grants, funding from business contracts, the amount of capital investment in projects, the professional knowledge, skills and competencies of faculty and graduates[3].
2. The content of the management process and its organization, including a set of indicators that represent the direct results and costs of management[14]. Current costs of maintaining the administrative apparatus as the administrative costs of the educational institution, the use of teaching and technical aids, maintenance of educational and technical buildings, training and retraining of administrative staff, improvement of the management system, purchase of computer equipment and other means and their installation costs are taken into account[3].

Both quantitative and qualitative indicators are used to assess the effectiveness of the management process. The efficiency, economy, speed, reliability of the control apparatus can be included in the list of such indicators. For example, when the work of the educational department of a higher education institution is automated, it is easier for professors to distribute workloads, schedule the learning process, create lesson schedules[13], set control periods, monitor and analyze student learning outcomes. At the same time, it improves the efficiency, economy, speed, flexibility, reliability of the control apparatus[4].

3. Organizational structure of the institution, a group of indicators characterizing the appropriateness of its technical and organizational level. This group includes organizational units, centers, departments, such as departments and divisions in the educational institution, equilibrium etc. can be included[4].

**Discussion:** Critical analysis of the state of affairs in the field of public education. There are a number of problems and shortcomings in the organization of public education management, practical coordination of public secondary education, funding for



measures to improve their material and technical condition. Including: first, the insufficient role of public education authorities in the implementation of state policy in the field of general secondary and extracurricular education, the selection and placement of heads of general education institutions, the effective use of the property of departmental organizations[5];

Second, the imposition of non-specific tasks and functions on the heads of general education institutions, the lack of a clear division of powers between the director of the institution and his deputies, the lack of clear criteria and parameters for evaluating the effectiveness of their activities[6];

Third, the lack of in-depth research on current issues of general secondary education and the implementation of their results in practice, the low level of cooperation between departments of public education and general education institutions in the methodological support of the educational process[7];

Fourth, the ineffectiveness of protection mechanisms against unwarranted interference in the professional activities of principals, teachers and other staff of general education institutions, and the excessive number of inspections of schools by regulators and other government agencies[8];

Fifth, insufficient level of openness and transparency in the activities of general education institutions in ensuring the quality of education, raising the level of knowledge and pedagogical skills of teachers, the lack of effective public control over the educational process[9];

Sixth, the imperfection of the mechanism of financing and logistics of public education institutions, the low level of introduction of modern architectural solutions, innovative developments and information and communication technologies in their activities[10].

**Conclusion:** In short, scholars point out that education management has a number of unique characteristics. Among them, the following features are key:



Firstly, education management has a moral dimension that is defined by the word ‘expediency’;

Secondly, education management is a science and an art (because human relationships play a big role in this);

Thirdly, the mutual dialectical unity of the interests of the individual, the state and society, which is reflected in the content of management; active public participation in education management.

From the above, it is clear that the transition from state control of the education system to public administration. The purpose of public administration is to address pressing issues of educational institutions in the state and public partnership, to expand the rights and freedoms of teachers, students and parents in choosing educational programs, types, educational institutions.

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